Memorandum

To: Housing & Community Development Act Committee and
Mental Health Board

From: Sarah Flax, Housing & Grants Manager
Jessica Wingader, Grants and Compliance Specialist

Subject: September 17, 2019 Joint HCDA and MHB Meeting Cover Memo

Date: September 17, 2019

Attached please find:

- The meeting agenda
- Social Services Review Recommendations
- 2019 Community Needs Assessment Survey Information

We look forward to seeing you on September 17th.

HOUSING & COMMUNITY DEVELOPMENT ACT COMMITTEE
and
MENTAL HEALTH BOARD

Thursday, September 17, 2019, 7:00 pm
Lorraine H. Morton Civic Center, 2100 Ridge Avenue, G300-Lake Superior Conference Room

AGENDA

I. **CALL TO ORDER / DECLARATION OF QUORUM**

II. **PUBLIC COMMENT**

III. **SOCIAL SERVICES REVIEW SUMMARY**

IV. **COMMUNITY NEEDS ASSESSMENT SURVEY REPORT**

V. **ADJOURNMENT**

The next *Housing & Community Development Act Committee* meeting will be held **Tuesday, October 15 at 7 PM** in room 2402 – Lighthouse Conference Room.

The next *Mental Health Board* meeting will be held **Thursday, October 10 at 7 PM** in room 2402 – Lighthouse Conference Room.

Order of Agenda Items is subject to change. *Information about the Housing & Community Development Act Committee and the Mental Health Board is available at: www.cityofevanston.org/government/boards-commissions. Questions can be directed to Jessica Wingader, Public Services – Grants & Compliance Specialist, at 847-859-7889 and via e-mail at jwingader@cityofevanston.org.*

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Memorandum

To: Members of the Housing & Community Development Act Committee and the Mental Health Board

From: Kimberly Richardson, Deputy City Manager
Johanna Leonard, Community Development Director
Sarah Flax, Housing and Grants Administrator
Jessica Wingader, Grants & Compliance Specialist

Subject: Social Services Review Recommendations

Date: September 17, 2019

At the request of the City Manager, the Deputy City Manager was tasked with taking a comprehensive look at all social services offered by City departments to measure the potential equity impacts of program service delivery to ensure City programs are meeting the needs of impacted community members. The assessment consisted of reviewing programs within the Health and Human Services, Parks, Recreation and Community Services, and Community Development Departments. The programs reviewed included Mental Health Board and CDBG Public Services Entitlement Grant funding.

Racial Equity Impact Assessment (REIA) Review

Government service delivery needs to emphasize connecting residents to a complex set of programs and services, many of which are administered by nonprofit partners. It is understood that government cannot be everything to everyone due to resources and priorities. Government can also be a central point of contact that connects residents to the resources that are both internal and external in delivery.

In recognition of the 2018-2019 and 2019-2020 City Council Goal, “Ensure equity in all City operations,” staff moved forward using the Racial Equity Impact Assessment (REIA) tool with the assistance of the Social Services Core Committee (SSCC), a multi-department internal committee. A REIA tool evaluates the benefits and burdens of potential policies before decision-making and aims to intentionally focus on advancing racial equity, which can only be accomplished by actively bringing those most impacted to the table. In this practice, racial equity is defined as both a process and an outcome. As an outcome, racial equity is achieved when one’s racial identity no longer determines one’s life outcomes.

Equity Impact Assessment includes the following core questions for consideration:

1. What is the proposed plan and its intentions?
2. What do the data tell us about the most impacted groups and program quality?
3. What have we learned in the community engagement process about this plan's benefits and burdens?
4. What alternative opportunities exist to promote racial equity within this plan?
5. How can we best support implementation and accountability?

The recommendations presented are based on the community (internal/external) input collected through a REIA process. It identifies the challenges community members experience when interacting with the City in regard to social services. Meetings with different groups comprised the bulk of the Committee's work. After these meetings concluded, the Committee compiled and organized the data collected and began to analyze patterns in barriers and develop solutions. These solutions are presented in the form of actionable recommendations.

The most commonly cited issues that presented barriers to accessing social service programs included:

Barrier 1: Lack of transparency and access.

Barrier 2: Lack of trust because of inconsistent goal setting, application of rules, or justification for budget/funding changes.

There were many concrete ideas that the community shared and they are listed below with the caveat that without a much higher level of collaboration and trust within the internal environment and between the internal and external providers, these bridges most likely will not be built. Below are the most common solutions.

Solution1: Leadership and decision-makers must commit to an equity-driven performance management process that will shift the culture towards a shared vision of equity for all internal staff, external partners, participants and community members in Evanston.

Solution 2: The City should reward collaboration and transparency and inclusion in its funding structures and set more concrete priorities for funding outside organizations that fill in the gaps for programs the City does not provide to promote equitable results for residents.

Solution 3: The City should make programs more accessible.

Recommendation 1: **Resident-focused intake process**

(For the purpose of this report, "Resident" means any person who resides in Evanston as long-term, short-term, United States citizen or non US citizen)

Purpose:

As part of our efforts to lead with race to achieve equity, we need to:

- Assess to what extent agencies receiving City funding treat residents respectfully and with cultural humility.
- Deepen our understanding of how individuals experience accessing and receiving services.
- Shift from a dated service delivery model based on eligibility requirements to more resident-focused model.
- Incorporate an equity-driven implementation process that values consistent feedback and evaluation to enable staff and partners to adjust program delivery so that indicators are reflecting impact and effectiveness.

Process:
- Support policies and procedures that support integrated service delivery
- Recognize agencies that provide implicit bias and cultural humility trainings for staff.
- Recognize agencies that incorporate resident needs and perspectives into program development and evaluation to make informed choices about benefits and services.

How does this recommendation address the City's commitment to racial equity?
Recognize agencies that are more responsive to residents' needs with the goal of improving service delivery and improving equitable outcomes.

Recommendation 2: Community Engagement
Purpose
- Partner with members of the community to catalyze shared efforts to effect meaningful, lasting change.
- Highlight opportunities to work not only with community organizations, but also with individual community members to ensure that programs and services reflect the needs and priorities of those most at-risk.

Process:
- Engage community stakeholders to determine how to overcome barriers to addressing the needs of underserved populations and evaluate whether meaningful change is being accomplished.
- Assess to what extent agencies are making efforts to engage underserved segments and seeking feedback from participants

How does this recommendation address the City's commitment to racial equity?
Ensure that programs supported with City funding participate in the REIA process and address the needs and priorities of those most at-risk.

Recommendation 3: Prioritize Mental Health Board and CDBG Public Services Funding to External Partners

Purpose:
- Identify specific needs of targeted populations that are unmet by City programs that could be provided more efficiently/effectively by external organizations.

- Establish funding priorities for external agencies that are in alignment with Council Goals, and target City and federal funds to programs that provide quantifiable services that address the needs of the population as defined above.
- Evaluate the effectiveness and efficiency of using purchase of services contracts instead of or in addition to grant agreements where appropriate for specific needs/services; quantify the services provided for dollars invested to more effectively measure outcomes.
- Ensure that release of payments and continued funding is based on achievement of specified outcomes.

Process:

- Formalize a cross-departmental staff team process to assess the needs of Evanston's most vulnerable residents and identify services that supplement City programs thereby ensuring that funded services best match community needs.
- Continue the combined application process for City and CDBG funded programs; ensure Council Goals and resident input/needs continue to inform funding priorities and contribute to the achievement of specific outcomes.
- Through ongoing monitoring, confirm that funded programs achieve measurable outcomes that enable vulnerable residents to thrive.

How does this recommendation address the City's commitment to racial equity?
Ensure that funded services most directly align with the needs of targeted populations in alignment with Council Goals and have measurable outcomes leading to improved quality of life.

Memorandum

To: Members of the Housing & Community Development Act Committee and the Mental Health Board

From: Johanna Leonard, Community Development Director
Sarah Flax, Housing and Grants Administrator
Jessica Wingader, Grants & Compliance Specialist

Subject: 2019 Community Needs Assessment Survey Information

Date: September 17, 2019

As a part of the process to develop the 2020-2024 Consolidated Plan following federal Department of Housing and Urban Development (HUD) requirements, the Housing & Grants Division fielded a Community Needs Assessment survey to gather input from residents about the City's housing and community development needs, particularly for low and moderate income residents. This information will inform the development of that Plan and guide the use of federal funding, as well as City funding allocated to external agencies for needed social services. The goal of the survey is to determine and prioritize community needs in the areas of affordable housing, community development and homelessness. Input was sought from residents, business owners and service providers on the following:

- Housing
- Transportation
- Public Services (including services to people experiencing homelessness)
- Public Facilities and Infrastructure needs
- Economic Development/Local Business needs

The survey opened on Monday, July 15 and closed on Tuesday, September 3, 2019. The survey yielded 796 responses, including 41 from service providers and 52 from business owners. Advertising and outreach included posts on Facebook and other social media outlets, E-News bulletins, advertising in Ward newsletters and targeted outreach with identified community stakeholders including Downtown Evanston, Latino Resources, St. Nicholas Church, Evanston Township High School, various local nonprofit agencies, and the Evanston business districts. Staff, including the Ombudsman and members of the Health and Human Services Department, conducted outreach to all low income senior housing facilities, provided the survey to General and Emergency Assistance recipients, and attended community events including Pride Fest, various Starlight Concerts and the CommUNITY Picnic.

A key partnership included working with Cradle2Career's Evanston Advocates. The Advocates were instrumental in connecting with residents and participated in events including National Night Out, the EFAM picnic, Bethel Health Fair, West End Ethnic Fair, CEDA Community Days, and the CommUNITY Picnic. In addition to canvassing the 5th ward and collecting surveys online, the Advocates were able to gather over 200 completed paper surveys. As a result of this effort, the City received responses diverse in race, age, and household income.

HUD regulations explicitly list the requirements of the needs assessment. HUD also defines demographic categories, household income, and other community data points. Additional stipulations decree that:

- Needs Assessment provides an overall picture of the different levels of need in the community
- Rationale for setting priorities in the Consolidated Plan/Strategic Plan should flow logically from the Needs Assessment and Market Analysis
- Consolidated Plan and Annual Action Plan should clearly describe the grantee's plans to use the resources available to address the priority needs

New requirements not captured in the prior 2015-2019 Consolidated Plan include the assessment of Broadband Access and Community Resilience.

Residents:

Lack of affordable housing was identified by 68% of respondents as the highest community need, followed by lack of affordable assisted living facilities (45%), and homelessness (44%). The housing related needs identified ranked as follows:

- Rental housing subsidies or vouchers (48%)
- Tenant/Landlord services (40.6%)
- Home purchase assistance (40.3%)
- Rental housing repairs and/or renovations (34.2%)
- Alternative housing services (33.5%)
- Modifications to improve accessibility (33.2%)
- Owner occupied housing repairs (29.1%)

The highest public facilities needs identified included:

- Youth Centers (45.7%)
- Homeless Facilities (44.5%)
- Community and Recreation Centers (37.5%)

Of low/moderate income responders, 63% identified summer programs for youth as a high area of service need, followed by housing (31.3%), and dental services (24%). High income responders identified financial literacy (7%), parenting and family support (6%) and early child care for children 0 to 5 years of age (5.7%) as service areas of need.

Of all responders using child care, 57% use center-based care, 15% use home daycare providers and 33% rely on a relative or friend to cover child care needs. The biggest identified barriers to care were cost (88.3%), availability of caregivers (42.2%), and location of facilities (30%).

Transportation:

71.6% of residents identified use of a personal car as the primary mode of transportation; alternatives include walking and public transportation. 594 respondents reported no unmet transportation needs; barriers to accessing transportation, completed by 322 respondents, reported that transportation was too expensive, didn't fit with their schedule, or it didn't reach their desired destination.

Service Providers:

40 agency representatives, working in areas of housing, child care, legal services, benefits enrollment and education, completed the survey; 83% served residents and people from neighboring communities. 96.7% of providers reported referring participants to other agencies for additional services, 66.7% of responders reported that the resources/services participants needed to be successful are not available by referral or in the community. Barriers to receiving services include: lack of financial resources including lack of access to health insurance, lack of stable/affordable housing, and lack of transportation. 70% of service providers offer free services to participant and 28% provide services to those with insurance; providers also offer sliding scale and ask clients to pay out of pocket.

Businesses:

50 business owners indicated that the following incentives would promote growth:

- Loans/grants to help businesses open or expand in Evanston (47.1%)
- Infrastructure improvements to attract or retain businesses in Evanston (39.2%)
- Business consulting for small businesses or start-ups (31.4%)
- Employment training/counseling for employees (25.5%)

Types of businesses represented include professional services, real estate, health care, software, food service, and arts, entertainment and recreation services; 54% of business owners own space, 40% rent space, 4% sublet space and 2% work from home.

Other Changes from 2015-2019 Consolidated Plan

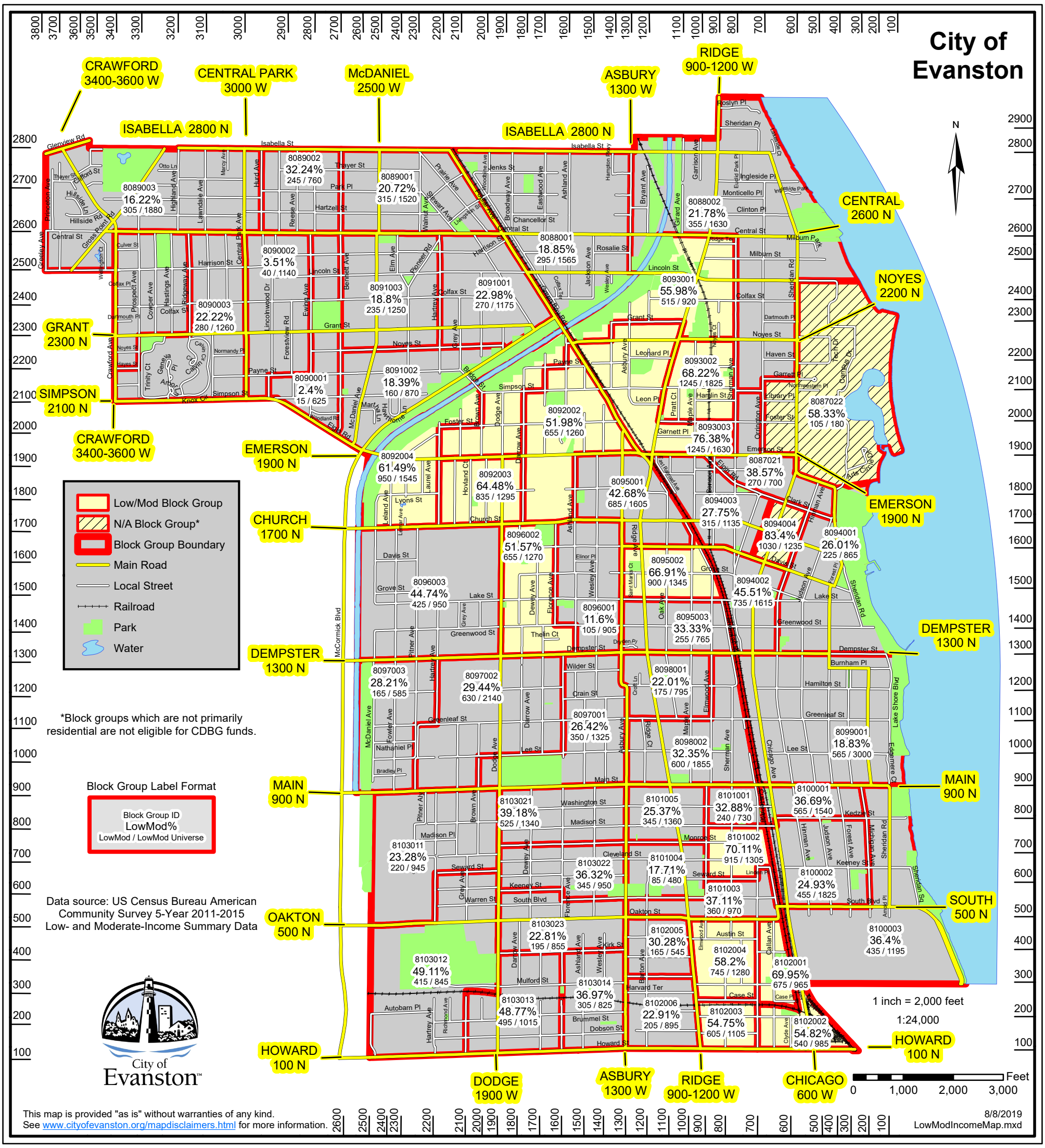
The 2020-2024 Consolidated Plan must use updated low/moderate income data provided by HUD that is based on 2015 American Community Survey 5-year averages to determine eligible census tracts/block groups for CDBG-funded activities such as alley paving and park improvements that are qualified based on serving primarily low/moderate income residential neighborhoods. This makes substantial changes to areas in which these activities may be undertaken; see attached map. Some projects

that are not in the qualified census tracts/block groups may be able to be undertaken with CDBG funding if the residents served can be determined to be at least 51% low/moderate income using a survey. A new CDBG Target Area map is under development for Code Enforcement and Graffiti Removal activities.

Attachments:

- 2020-2024 Low/Moderate Income Census Block Groups Map
- 2015-2019 Low/Moderate Income Census Block Groups Map

Low/Moderate Income Census Block Groups



8/8/2019
LowModIncomeMap.mxd

Low/Moderate Income Census Block Groups

City of Evanston

CRAWFORD 3400-3600 W
CENTRAL PARK 3000 W
McDANIEL 2500 W
ISABELLA 2800 N
ASBURY 1300 W
RIDGE 900-1200 W
CENTRAL 2600 N
NOYES 2200 N
GRANT 2300 N
SIMPSON 2100 N
CRAWFORD 3400-3600 W
EMERSON 1900 N
CHURCH 1700 N
DEMPSTER 1300 N
MAIN 900 N
OAKTON 500 N
HOWARD 100 N
DODGE 1900 W
ASBURY 1300 W
RIDGE 900-1200 W
CHICAGO 600 W

8089003 15% 315 / 2100
8089002 4.83% 35 / 725
8089001 9.43% 125 / 1325
8088001 22.41% 390 / 1740
8088002 15.46% 245 / 1585
8090004 19.07% 205 / 1075
8090002 0.6% 4 / 670
8091003 15.24% 205 / 1345
8091001 6.79% 90 / 1325
8093001 27.45% 280 / 1020
8090003 18.35% 245 / 1335
8090001 0% 0 / 835
8091002 22.22% 220 / 990
8093003 63.11% 1035 / 1640
8093002 74.22% 1195 / 1610
8087022 62.07% 90 / 145
8092001 53.23% 660 / 1240
8092002 61.17% 575 / 940
8092004 11.21% 120 / 1070
8092003 40.45% 635 / 1570
8087021 40.15% 275 / 685
8095001 38.27% 530 /1385
8094003 37.02% 535 / 1445
8094004 70.05% 690 / 985
8096003 50.22% 560 / 1115
8096002 54.43% 860 / 1580
8096001 7.98% 95 / 1190
8095002 45.89% 475 / 1035
8094001 41.45% 400 / 965
8094002 42.13% 415 / 985
8095003 51.37% 375 / 730
8098001 26.94% 260 / 965
8097002 26.46% 500 / 1890
8097003 47.2% 295 / 625
8097001 18.87% 250 / 1325
8099001 13.49% 390 / 2890
8098002 22.97% 340 / 1480
8103021 28.52% 405 / 1420
8101005 46.58% 545 / 1170
8101001 34.44% 155 / 450
8100001 18.65% 305 / 1635
8103011 17.04% 115 / 675
8101002 29.94% 265 / 885
8100002 27.05% 495 / 1830
8103022 45.13% 510 / 1130
8101004 21.15% 110 / 520
8101003 15.67% 170 / 1085
8100003 22.68% 355 / 1565
8103023 23.13% 155 / 670
8102005 32.16% 320 / 995
8102004 43.93% 470 / 1070
8102001 61.63% 530 / 860
8103012 41.67% 400 / 960
8103013 20.09% 230 / 1145
8103014 43.22% 430 / 995
8102006 39.47% 300 / 760
8102003 58.23% 460 / 790
8102002 41.18% 525 / 1275

Block Group Labelling

Block Group ID
LOWMOD %
LOWMOD / LOWMODUNIV

Railroad
N/A Block Groups
Census Block Group
Park
Low/Mod Block Group
Main Road
Local Street
Water

Map based on American Community Survey 2006-2010
Low to Moderate IncomeData

City of Evanston

1 inch = 2,000 feet
1:24,000

Feet
0 1,000 2,000 3,000

8/4/2014