



**AGENDA**  
**Social Services Committee**  
**Tuesday, September 28, 2021**  
**Lorraine H. Morton Civic Center Room 2402 7:00 PM**

Pursuant to 5 ILCS 120/7(2), SSC members and City staff will be participating in this meeting remotely. It has been determined that in-person meeting of the City's Boards, Commissions, and Committees are not practical or prudent due to the ongoing coronavirus pandemic. Accordingly, the Social Services Committee may be convened, and members may attend by means other than physical presence consistent with 5 ILCS 120/7. Residents will not be able to provide public comment in-person at the meeting. Those wishing to make public comments at the Social Services Committee may submit written comments in advance or sign up to provide public comment by phone or video during the meeting by completing the Social Services Committee online comment form available by [clicking here](#) or visiting the [Social Services Committee webpage](#): and clicking on Public Comment Form.

- 1. CALL TO ORDER/DECLARATION OF A QUORUM**
- 2. SUSPENSION OF THE RULES: MEMBERS PARTICIPATING ELECTRONICALLY OR BY TELEPHONE**
- 3. NEW MEMBER INTRODUCTIONS**
- 4. APPROVAL OF MEETING MINUTES FROM SEPTEMBER 9, 2021**
- 5. PUBLIC COMMENT**
- 6. ELECTION OF CHAIR AND VICE CHAIR**



**7. APPROVAL OF ADMINISTRATIVE RULES & PROCEDURES**

**8. APPROVAL OF PROPOSED CLASSIFICATIONS OF FUNDING APPLICATIONS**

**9. 2021 ALLOCATIONS - NEXT STEPS**

**10. STAFF REPORT**

**11. ADJOURNMENT**



**MEETING MINUTES**  
**SOCIAL SERVICES COMMITTEE**  
Thursday, September 9, 2021 7:00 PM

**Social Services Committee**

Members Present: Councilmember Reid, D. Cravens, A. Ngola, D. Ohanian, A. Sood

Members Absent: Councilmember Burns

Staff: S. Flax, J. Wingader

**Call to Order / Declaration of Quorum**

With no Chair yet appointed, Ms. Flax called the meeting to order at 7:13 pm.

**Public Comment**

No public comment.

**New Committee Member Introductions**

Members and staff provided brief introductions.

**2021 Emergency Solutions Grant Funding Allocation**

Staff presented information about the Emergency Solutions Grant including the history and statutory guidelines governing use of funds. Staff explained how funds could be used in the following categories: Street Outreach, Shelter Operations, Rapid Re-housing, Prevention and Administration. Staff also defined agency partnerships and subrecipients, Connections for the Homeless and the YWCA Evanston/North Shore. There was brief discussion about reporting and grant management. Mr. Ohanian motioned to approve recommendation of the 2021 ESG funding allocations to City Council at the special meeting scheduled September 20, 2021. With no further discussion, a roll call vote was taken and the motion passed 5-0.

**Approval of Social Services Committee 2021 Meeting Schedule**

Staff proposed a special meeting for September 23, 2021, to hold discussion about allocations for 2021 Case Management and Safety Net service applications. After discussion, Councilmember Reid moved approval of the regular meetings through 2021, seconded by Mr. Ohanian; a roll call vote was taken and the motion passed 5-0.

**Staff Report**

Staff provided a summary of the City's racial equity framework and reviewed changes to the allocation process. Staff also provided a list of categorized agency applications for consideration that defined case management applications, safety net service applications and supplemental service applications. There was discussion about the application process and ways to work with agencies to further achieve service delivery

and equity goals. Staff asked the Committee to consider, at the next meeting of the Committee, approving draft allocations for agencies for FY2022 in addition to FY 2021, due to the late timing of the current year application process and upcoming year allocation schedule. The City's goal is to finalize 2021 agreements prior to the end of this year and work toward forming agreements for FY 2022 in the second quarter of next year, after agencies are able to submit reports on 2021 outcomes.

**ADJOURNMENT**

There being no further business before the Committee, Councilmember Reid moved to adjourn the meeting seconded by Ms. Ngola; it was approved unanimously and the meeting was adjourned at 8:48 pm.

Respectfully submitted,  
Jessica Wingader  
Senior Grants and Compliance Specialist

# **ADMINISTRATIVE RULES & PROCEDURES**

**EVANSTON  
SOCIAL SERVICES COMMITTEE  
ADMINISTRATIVE RULES & PROCEDURES**

**TABLE OF CONTENTS**

<i>ARTICLE</i>	<i>DESCRIPTION</i>	<i>PAGE</i>
ARTICLE I .....	Name and Authority .....	1
ARTICLE II .....	Mission .....	1
ARTICLE III .....	Membership .....	2
ARTICLE IV.....	Officers.....	5
ARTICLE V.....	Meetings .....	6
ARTICLE VI.....	Organizations Requesting Funding .....	7
ARTICLE VII.....	Staff Support for the Social Services Committee.....	8
ARTICLE VII.....	Amendments .....	8

**SOCIAL SERVICES COMMITTEE  
OF THE CITY OF EVANSTON**

**ADMINISTRATIVE PROCEDURES AND REGULATIONS**

**ARTICLE I**

**Name and Authority**

- Section 1.** The name of this organization is “The Social Services Committee of the City of Evanston, Illinois,” hereafter referred to as the “Committee.”
- Section 2.** The establishment of this Committee is provided for in Evanston City Code Title 2, Chapter 6, “Social Services Committee.”
- Section 3.** The business of the Committee is conducted in accordance with the Illinois Open Meetings Act; applicable ordinances adopted by the Evanston City Council, including Social Services Committee Ordinance 70-O-21, as amended; Chapter 6 of the Municipal Code; City Code Section 1-10-1, et seq., and these Administrative Procedures and Regulations. Where Evanston ordinances conflict with these Administrative Procedures and Regulations, the former shall prevail pursuant to Evanston’s home rule authority.

**ARTICLE II**

**Mission**

- Section 1.** The Evanston Social Services Committee is a public body established by City ordinance. The Committee’s mission is to act in an advisory capacity to the City Council on matters that relate to needed social services and the use of federal Community Development Block Grant funding Public Services (“CDBG-PS”) and Emergency Solutions Grant (“ESG”) funds, and City Human Services Funds (“HSF”) and any other funding source that City Council deems appropriate to address primarily the needs of Evanston’s low and moderate residents. The Committee is responsible for recommending funding for services and programs that address a broad range of needs including, but not limited to: case management services; mental and physical health care; substance abuse treatment; childcare and out of school programs; job training and placement; legal services; access to healthy food; outreach and drop-in services for homeless persons, homeless shelter operations, domestic violence services; rent assistance and homeless prevention services; and transportation services. Recommendations of the Committee will go to the Human Services Committee or another standing committee of the Council and then to City Council, as with its predecessor, the Mental Health Board.

**Section 2.** The Committee is responsible for developing funding recommendations for agencies that request grants from the City for programs that offer needed services for people who are homeless or at high risk of becoming homeless, and/or needed mental health and other social services. These programs and services shall be accessible and responsive to community needs and shall be available to all qualified low-, moderate- and middle- income Evanston residents. Additionally, funded agencies must demonstrate how they are addressing the needs of historically and/or currently underserved populations, particularly those impacted by institutional racism. The Committee will review applications and outcomes for each funded program and agency throughout the funding cycle to ensure the services are accomplishing the purposes for which they were funded. The Committee will also evaluate and facilitate inter-agency collaboration.

**Section 3.** *Method of Funding:* The Committee provides funding recommendations on the City’s federal entitlement grants and designated annually by the Department of Housing and Urban Development (HUD) - Community Development Block Grant Funds for public services, the Emergency Solutions Grant (“ESG”) and funds designated annually from the Human Services Fund out of the City’s General Fund account. Funding recommendations made by the Committee shall align with City Council goals.

## **ARTICLE III**

### **Membership**

#### **Section 1. Members**

- A. The Committee consists of nine (9) members who serve without compensation and reside or work in the City of Evanston. In appointing committee members, the Mayor will consider knowledge, familiarity, and/or experience in nonprofit management, health, employment, childcare, education, legal and other needed services, and community outreach and engagement.

The members must consist of the following:

- I. Two (2) Council members.
- II. Two (2) members who have lived experience with the types of services funded.
- III. Five (5) at-large members.

A member may meet more than one qualification. No member may be a full-time or part-time employee of the City of Evanston, or own or work for any agency, facility, or service that receives CDBG, ESG, HSF, or any other funding overseen by the Committee on behalf of the City of Evanston.



- B. Term of Office: Council members are assigned by the Rules Committee to four (4) year terms. Non-Council Committee members are appointed by the Mayor to three (3) year terms with the advice and consent of the City Council. Non-Council Committee members may serve for not more than two (2) full terms.
- C. Vacancies and Removal
  - I. If a Committee member fails to attend three (3) consecutive regular Committee meetings without a reasonable cause, or otherwise neglects his or her duties as a Committee member, the Chairperson, with the assent of the Committee, may recommend to the Mayor that the seat be declared vacant.
  - II. Any vacancy should be filled by the Mayor as soon as possible.
  - III. A member of the Committee may be removed by the Mayor for absenteeism, neglect of duty, misconduct or malfeasance in office, after being given a written statement of the charges and an opportunity to refute them at a hearing with the Mayor.

## **Section 2. Powers and Duties**

In carrying out its responsibilities, the Committee shall have the following specific powers and duties:

- A. Establish annual funding priorities for services and programs that address the needs of at-risk residents who are able to access basic needs or mainstream services without assistance for review and approval by a standing committee of the Council;
- B. Evaluate applications, prioritize, and recommend funding allocations to the Human Services Committee and City Council for services and programs that advance the priorities set forth by City Council to improve the health and wellbeing of Evanston's low and moderate residents;
- C. Ensure that funding is prioritized for services and programs that enable low and moderate-income residents, particularly those with complex needs who are unable to access basic needs or mainstream services without assistance, to maintain stable housing and achieve economic self-sufficiency for themselves and their families by:
  - I. Providing access to a broad range of services including by not limited to case management, education and job training, financial literacy, childcare and out of school programming, physical and mental health services, and legal assistance

- II. Addressing the immediate or urgent needs of residents to cope with specific, limited-time hardships or unaddressed needs that prevent further destabilization, or triage individuals/households in crisis and connect them to more comprehensive services, as needed
- D. Monitor the progress of recipients and impact of services/programs provided by agencies receiving City funding;
- E. Provide recommendations on the use of the City's Emergency Solutions Grant Program ("ESG") funds to the Human Services Committee;
- F. Conduct periodic reviews and assessments of community needs using input from residents and stakeholders such as Evanston Cradle2Career, School Districts 65 & 202, and City of Evanston staff in Health and Human Services, Parks and Recreation, Police and Fire departments; and
- G. Perform such other acts as may be necessary or proper to carry out the purposes of this Chapter.

**Section 3. Conflicts of Interest**

All members of the Committee agree to abide by all duties and obligations required of committee members in the City's Code of Ethics in City Code Title 1, Chapter 10, "Board of Ethics." The Committee's supplemental policy is intended to clarify and prevent the personal interests of Committee members from interfering with the performance of their duties or from resulting in personal or political gain at the expense of the Board or Evanston taxpayers.

The Committee strives to maintain the highest ethical standards to avoid conflicts of interest. All members of the Committee must act in good faith in all relationships touching upon their responsibilities to the Committee and must avoid any conflict of interest.

For the purpose of this policy, the definitions found in the City of Evanston's Code of Ethics in City Code Title 1, Chapter 10, "Board of Ethics," applies.

**Supplemental Policy:**

1. No member of the Committee may serve on the board of directors of any entity receiving funding from the Committee.
2. Each member of the Committee must disclose to the Committee in writing each City-funded entity to which the Committee member contributes a sum of money greater than one thousand dollars (\$1,000.00) in any calendar year.

3. Each member of the Committee must recuse themselves from voting on any matter in which that member has an apparent or actual conflict of interest.

**Section 4. Expenses**

All appointed members of the Committee will serve as such without compensation. Expenses incurred by any member in the performance of official duties may be reimbursed in accordance with procedures established by the City of Evanston.

**ARTICLE IV**

**Officers**

**Section 1. Elected Officers**

Pursuant to 5.7.3 of the Rules and Organization of the City Council of the City of Evanston: Committees consisting of Aldermen and citizens, which report to Standing Committees, shall have a citizen chair elected by the members of the committee. The elected officers of the Committee consist of a Chairperson and a Vice-Chairperson.

**Section 2. Election of Officers**

- A. Each year, the Committee shall nominate candidates for the Chair and vice-Chair positions. Current officers may request to serve for a consecutive year.
- B. Committee members can volunteer to serve and any Committee member may make additional nominations, with the consent of the nominee, prior to any vote.
- C. Committee members will elect officers by voting upon the slate of candidates and any additional nominees.
- D. The Committee may also approve the existing slate of officers for an additional term, with the consent of the existing officers, so long as the additional term does not exceed the three year period of any individual officer.

**Section 3. Terms of Office**

- A. The Chairperson and Vice-Chairperson are elected for one-year terms from the date of nomination. No member may serve more than three consecutive one-year terms in each office.

- B. A vacancy in any office shall be filled by a vote of the Committee at the next regular meeting following the occurrence of the vacancy. The officer is elected for the duration of the unexpired term.

**Section 4. Duties of Officers**

- A. The Chairperson shall assure that the policies, programs and orders of the Committee are carried out.
- B. The Chairperson shall preside at all meetings of the Committee. The Vice-Chairperson shall preside in the Chairperson's absence.
- C. The Chairperson shall be responsible for calling meetings of the Committee pursuant to the Open Meetings Act and for assuring an agenda for each meeting.
- D. The Chairperson may appoint committees to consist of two members for specific tasks.

**ARTICLE V**

**Meetings**

**Section 1. Regular and Special Meetings**

- A. Regular meetings will be held on the second Thursday of each month at 7:00 P.M. unless such day is deemed a legal holiday observed by the City or another conflict exists, in which case the regular meeting will be held at such other time as the Committee may decide.
- B. Special meetings may be held upon the request of the members of the Committee or City staff.
- C. Notice of all regular and special meetings of the Committee must be communicated to the members at least one week before the meeting by action at a previous meeting, or by mail, email, or by telephone.
- D. Meetings must be open to the public in accordance with the ordinance of the City of Evanston and the Open Meetings Act.
- E. Notice of all regular and special meetings of the Committee must be communicated to the public by publication of an agenda in accordance with the Open Meetings Act.

**Section 2. Quorum**

A quorum shall be the majority of the members appointed for the transaction of business. A member may attend any meeting by electronic means provided the following conditions are satisfied:

- A. A quorum of the members of the Committee are physically present at the place designated in the notice of the meeting;
- B. The member is prevented from attending because of:
  - a. Personal illness or disability; or
  - b. Absence from the jurisdiction for employment or for the business of the public body; or
  - c. Family or other emergency.
- C. Communications made by the member attending electronically are made concurrently available to the public.

**Section 3. Voting**

At any meeting at which a quorum is present, the affirmative vote of the majority of the members present will carry any issue. The Chairperson is a voting member of the Committee and may vote on any issue.

**Section 4. Parliamentary Procedure**

Unless inconsistent with these Administrative Rules & Procedures or otherwise decided by the Board, all meetings shall be conducted in accordance with *Robert's Rules of Order Newly Revised* (Tenth Edition).

**ARTICLE VII**

**Staff Roles and Responsibilities to the Social Services Committee**

**Section 1.** The Housing and Grants Division supervises administration of the CDBG program and is responsible for ensuring agencies in receipt of federal funds comply with all CDBG and federal cross-cutting requirements through regular performance reviews. Agencies deficient in general compliance, reporting, and/or performance measures and outcomes, will receive technical support from staff. Continued underperformance of goals/outcomes, services not aligned with City goals, a pattern of late, improper or erroneous reporting will be reported to the Committee and could result in agencies having to return funds and/or being precluded from the application process. Staff is responsible for identifying and communicating to the Committee activities that could put the City at risk of having to return funds and any actions/inactions by recipients that could put the City at risk of non-compliance with federal or other regulations.

**Section 2.** The Committee’s effectiveness in meeting the needs of Evanston residents will be enhanced by direct and transparent communication between relevant City Departments, Boards, Committees and Commissions, and the Committee.

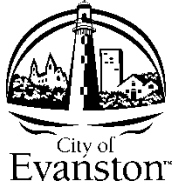
## **ARTICLE VIII**

### **Amendments**

**Section 1.** These Administrative Procedures and Regulations may be amended at any meeting of the Committee by the affirmative vote of a majority of members in office. Written notice of proposed amendment(s) must be given to all members at least two weeks prior to the meeting at which the amendment(s) is/are to be considered.

**Section 2.** Any proposed amendment(s) to the Administrative Procedures and Regulations must be included in the meeting packet at which they will be voted upon.

**Section 3.** The Committee shall review its Administrative Procedures and Regulations on a periodic basis as determined by City staff.



# Memorandum

To: Members of the Social Services Committee

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

Subject: Classifications of Funding Applications

Date: September 28, 2021

## Discussion:

In accordance with the City Council goal of ensuring equity in all City operations, Rules Committee approved the restructured allocation process on October 5, 2020. When funding external partners, the goals of the restructure are to:

- Lead with a racial equity lens to address long-standing barriers for BIPOC residents
- Employ a “client-focused” approach that incorporates residents’ needs and perspectives
- Reduce the stigma of social services by reframing as a way to improve residents’ quality of life
- Use contractual fee-for-services agreements where appropriate for specific needs/services
- Condition the release of payments and continued funding on the achievement of specified outcomes

This new process also aligns with the racial equity work reviewed by City Council on February 22, 2021. As defined by the Government Alliance on Race and Equity (GARE), racial equity is a process and outcome. As an outcome, racial equity is achieved when race no longer determines one’s socioeconomic outcomes; where everyone has what they need to thrive, no matter where they live. As a process, racial equity is achieved when those most impacted by structural racial inequities are meaningfully involved in the creation and implementation of the practices that impact their lives. Following this model, the funding allocation process focuses on:

- Holistic Case Management:
  - includes regular meetings to achieve goals proposed in a service plan developed in partnership with client
  - funds ensure enrollment of new Evanston clients
- Safety Net Services

- provides rapid access to low-cost/no-cost services that address basic needs
- measurable impact on prevention of household destabilization
- Support services
  - procures services that households are not able to obtain independently but are needed to reach or maintain self sufficiency
  - services identified in partnership with a case manager to facilitate delivery

The allocation process has historically been a partnership between the City and partnering nonprofit organizations. Staff held two virtual meetings for agencies interested in applying for funding to review the revised process; 35 agency representatives from 18 different agencies participated to provide feedback and input. Staff also met with agency representatives individually to address questions prior to the opening of applications and throughout the application period. As this is the first application cycle implementing the new process; consideration of classification of applications and the initial proposal of funds by category is justified. Staff proposes the classification of applications as reflected on the attached spreadsheet.

The initial percentage of funding anticipated for each category is shown below, with a revised percentage that reflects the applications received for Case Management and Safety Net Services:

Category	Initial/ Proposed	Percentage	Revised based on applications	Percentage
Case Management	\$468,691	40%	\$450,000	38%
Safety Net Services	\$468,691	40%	\$605,000	51%
Support Services	\$234,300	20%	\$130,320	11%
Total	\$1,171,682	100%	\$1,185,320	100%

The higher proportion of requests for Safety Net Services this year can be attributed to the pandemic and recovery efforts. The percentage of funding for each category is not static; we anticipate that it will be adjusted in future years based on needs.

When determining allocation recommendations, it is also important to note that two applicants, Metropolitan Family Services and the Housing Authority of Cook County, applied for Case Management services, but both propose new or enhanced services in order to provide robust, holistic case management. Since any potential award of funding will be late in the fiscal year and allow little time this fiscal year to launch the enhanced services, any amount should be considered on a pro rata basis. Or, local Human



Services funding could be awarded and funding could be carried over into 2022 to support the enhanced case management services.

Support services are defined as services that the household is not able to access independently, but are necessary to gain or maintain financial independence. Funding support services is critical to equity work because it empowers households that need assistance achieving or maintaining self-sufficiency by providing financial support for needed services. The role of the case manager is to connect households to these services to ensure delivery. As an example, an individual without insurance may need emergency dental care. A case manager can help with benefits enrollment, help identify dental practices that work with uninsured people or people with limited insurance (like Medicaid), and help connect the individual to services if funding was available to pay. Applying this definition to support services and funding accordingly solves the dual challenge households face of not being able to access services and not having the ability to pay for them. Equity is achieved when needed services are identified by households using the services as opposed to agencies providing services. These services would be measurable and can be paid for on a contractual or fee-for-service basis.

In contrast, supplemental services or enrichment services differ from support services based on the needs of the individual or household. As an example, scholarships to summer camp could be considered enrichment services for elementary school age children, but would be support services if provided to income-eligible single head-of-household families without other means of childcare during summer months when school is closed. Additional information about populations served is needed to determine to what extent the applications currently categorized as supplemental services fit into the definition of support services. Staff will work with applicants in this classification to determine whether services provided were targeted to Evanston residents, thereby expanding capacity, and quantify the number of additional residents served who were referred by case management partners to determine a fee for service award if application is approved for funding.

A portion of funding for which the Committee is making allocation recommendations comes with additional requirements defined by HUD. Funding for an existing program or service must result in expanded capacity by serving more Evanston residents or providing a deeper level of services. HUD also requires that CDBG funds for public services from the 2021 grant (\$283,576), must be expended in the City's FY 2021 grant year, which is calendar year 2021. In addition, the 2020 CDBG funding (\$124,733) that was reallocated as allowed under the CARES Act to expand funding for Public Services must be used for services that respond to needs from the pandemic. Once funding requests have been reviewed and recommended by SSC, and approved by City Council, staff will work with agencies to determine which programs meet the HUD requirements shown above, review reporting and disburse funds. Most agencies will be eligible for compensation for services they have applied for and have already provided

in 2021, taking into account the number of Evanston residents served. Ideally, funds will be disbursed expeditiously to help the City reach our CDBG timeliness of expenditure deadline.

In May of 2021, the City made a substantial amendment to the 2020 Action Plan reallocating \$124,733 in unexpended 2020 CDBG funds to the City's CARES Act Amendment to the 2019 Action Plan to prevent, prepare for and respond to the coronavirus. This action made these funds available for allocation by the committee in this application cycle. However, because these funds were reallocated as CARES Act "funds," their use must prevent, prepare for or respond to the coronavirus. HUD provides guidance on eligible public service activities and ways to prove response to the pandemic. Staff will ensure that agencies receiving awards from this "pot" are eligible based on response to COVID-19 as described in applications.

	AGENCY	REQSTD	ALLOCATIONS
<b>CASE MANAGEMENT</b>			<b>\$468,691</b>
	James B. Moran Center - Case	\$75,000	
	YOU - Case Management	\$57,693	
	Infant Welfare Society	\$75,000	
	Family Focus	\$125,000	
	Met. Family Services	\$45,000	
	Housing Authority of Cook County	\$70,000	
		<b>\$447,693</b>	
	<b>Remaining</b>	<b>\$20,998</b>	
<b>SAFETY NET</b>			<b>\$468,691</b>
	James B. Moran Center - Safety	\$50,000	
	Connections for the Homeless	\$150,000	
	YOU - Safety Net	\$63,427	
	YWCA	\$35,000	
	PEER Services	\$99,500	
	Interfaith Action	\$42,500	
	Meals on Wheels	\$30,000	
	Books & Breakfast	\$45,000	
	North Shore Senior Center	\$30,000	
	CNE - Learning Together	\$63,400	
		<b>\$608,827</b>	
	<b>Remaining</b>	<b>-\$140,136</b>	
<b>SUPPORT/SUPPLEMENTAL SERVICES</b>			<b>\$234,300</b>
	Northwest CASA	\$18,800	
	Trilogy Inc.	\$30,000	
	Youth Job Center	\$50,000	
	Shore Community Services	\$30,000	
		<b>\$128,800</b>	
	<b>Remaining</b>	<b>\$105,500</b>	



1840 Asbury Av Evanston IL 60201 847 869 2680

September 22<sup>nd</sup>

Dear Social Services Committee.

Learning Bridge sent a grant application in April of this year for safety net services. The Grant was for funds to pay for childcare for parents who are looking for work. The State and Federal funding we receive would not allow parents to receive childcare without being employed.

On September 13<sup>th</sup> the Governor made an announcement that the Child Care Assistance Program will offer three months of childcare to parents who are looking for work. Exactly the grant that we were coming to you to support. Because we now have government funding for this program we cannot use Evanston Social Services money for this purpose.

Therefore we are withdrawing our application for funding.

Thank you for the important work that you do supporting Evanston organizations that help the most vulnerable.

Kind Regards

A handwritten signature in black ink that reads "Lindsay Percival". The signature is written in a cursive style with a large, prominent "L" and "P".

Lindsay Percival

Executive Director

---

Every Child Ready for Kindergarten