HUMAN SERVICES COMMITTEE
Monday, April 6, 2015
7:30 p.m.
Lorraine H. Morton Civic Center, 2100 Ridge Avenue, Council Chambers

AGENDA

I. CALL TO ORDER / DECLARATION OF QUORUM

II. APPROVAL OF MEETING MINUTES OF April 6, 2015

Citizen Comments

III. ITEMS FOR CONSIDERATION

(HH 1) Homeless Management Information System (HMIS)
Staff recommends City Council approval of a grant for the Homeless Management Information System (HMIS) in the amount of $18,500.00 to the Alliance to End Homelessness in Suburban Cook County (“The Alliance”).
For Action

(HH 2) Handyman Program
Staff recommends City Council approval of a grant not to exceed $25,000 from the City’s Affordable Housing Fund for the 2015 Handyman Program.
For Action

(HH 3) Police Complaints
Staff recommends that the Evanston Police Department Complaint Reviews for April 2015 be accepted and placed on file.
For Action

(HH 4) Agreement with SAFE/Evanston Animal Shelter Association as City of Evanston Volunteer Animal Organization (VAO) to Operate Evanston Animal Shelter
Staff recommends that the City Council: 1) receive this report; 2) authorize the City Manager to negotiate a two-year agreement with SAFE/Evanston Animal Shelter Association to operate the Evanston Animal Shelter and return to the full City Council on May 26, 2015 for review and approval of agreement; 2) authorize the City Manager to continue discussions with The Anti-Cruelty Society and the Tree House Humane Society to develop closer ties to support Evanston animals.
For Action

IV. ITEMS FOR DISCUSSION
No Items for Discussion
V. ITEMS FOR COMMUNICATION
No Items for Communication

VI. ADJOURMENT
CALL TO ORDER / DECLARATION OF QUORUM
Ald. Braithwaite called the meeting to order at 6:07 pm.

APPROVAL OF MEETING MINUTES OF January 5, 2015
Ald. Burrus moved approval of the meeting minutes of January 5, 2015, seconded by Ald. Holmes. A voice vote was taken and the minutes were approved 6-0.

ITEMS FOR CONSIDERATION
(HH 2) Police Complaints
Staff recommends acceptance of Evanston Police Department complaint reviews from January 2015 through March 2015.

Ald. Grover stated that there was bad behavior on the part of residents in the form of incivility and rudeness. She thanked all of the police officers who were responsive, responsible and polite. She stated her desire for residents to see how civil and respectful police are and encouraged officers to continue to set a good example.

Commander Davis thanked Ald. Grover for her comments and stated that there were 14 letters of complements. She agreed that complainants showed bad behavior and stated that most were repeat complainants. She closed by stating that staff worked to remain professional.
Ald. Holmes asked if complainants were notified that their complaint would be on the
docket.

Commander Davis confirmed that the process was reviewed at the time people make the
complaint and people were encouraged to check the website to see when complaints
would be reviewed.

Ald. Holmes stated that she was thinking of a specific person.

Commander Davis confirmed that she was aware of the person and that staff did attempt to
contact.

Ald. Braithwaite asked about the young woman who complained that there was no female
officer present to frisk her. He requested background.

Commander Davis stated that this is a common complaint and that the person was a
repeat complainant; she further stated that the incident never occurred and that there are
strict guidelines officers adhere to.

(HH 1) Board of Animal Control RFP Response Review

The Board of Animal Control recommends the selection of SAFE (Saving Animals for
Evanston) as the volunteer animal organization to operate the Evanston Animal Shelter in
response to RFP 15-08.

**For Action**

Jill Cabbot, Vice Chair of the Board of Animal Control stated that the City received two
proposals in response to RFP 15-08. She discussed the process for reviewing the
proposals and the Board recommendation to choose SAFE. She highlighted SAFE’s
qualifications and strengths. She further stated that, while TreeHouse is a well-respected
organization, it has no provisions for sheltering or rehoming dogs and no dog integration
plan. She also pointed out that there was no plan for onsite management or staff and no
vested interest in Evanston.

Ald. Grover acknowledged Jill Cabbot’s expertise and the other members of the Board; she
acknowledged all the hard work done by members and called for discussion.

Ald. Holmes also thanked the Board and asked about salaries for the Animal Warden and
Assistant.

Ms. Cabbot confirmed.

Ald. Fiske also added her thanks, but stated that she was concerned about the comments
made about the TreeHouse. She stated that the group has a strong interest in Evanston
and hoped that representatives from both organizations could be present at the discussion.
She also requested a fundraising plan from both organizations.

Ms. Cabbot replied that SAFE would provide a plan within 3 months of becoming the VAO.
She also pointed out that there was a nice relationship between the City and TreeHouse,
but TreeHouse provided no information on canine care and daily operations.
Ald. Fiske stated that TreeHouse was looking for a partnership with SAFE and requested that City staff get both groups together to see if there could be a partnership between SAFE and TreeHouse.

Ald. Tendam also thanked the Animal Control Board, but stated his concerns since the previous VOA appropriated funds. He asked about protections for the City and SAFE in the case of dissolution of the relationship.

Ald. Grover replied that any VAO or fundraising organization would have a contract with the City that would specify all terms, operational and fundraising.

Ald. Tendam asked if SAFE would agree to those terms.

SAFE Co-president, Alisa Kaplan confirmed that SAFE would welcome those terms.

There was discussion around the new model and fundraising options. SAFE representatives stated their fundraising background.

Ald. Tendam stated his interest in hearing from other interested groups and exploring the possibility of partnerships. He moved to put the issue on hold.

Ald. Holmes stated that other groups were contacted by the Board with no response. She stated that the Board did its job and the Committee should move forward.

Ald. Braithwaite clarified that two Aldermen requested to hold the issue and asked City Council if this was enough to hold the issue.

Deputy City Attorney Michelle Masoncup asked if a vote took place.

Ald. Braithwaite confirmed that no vote occurred and asked for specific concerns from Committee members.

There was discussion around the process.

City Manager, Wally Bobkiewicz, provided clarification on procedures.

Ald. Holmes suggested that the Committee accept the report and hold it in Committee.

There was further discussion around the process and Ald. Tendam’s motion.

Ald. Fiske asked to put Ald. Tendam’s motion on hold. She motioned to accept the Board Report seconded by Ald. Burrus.

Ald. Grover requested that staff provide more information about fundraising plans, canine care, financials, by-laws, and structure.

Ald. Tendam stated that he heard from other organizations interested in participating. He asked if other organizations, specifically the Anti-Cruelty Society, would like to partner.
Ald. Fiske expressed support for the Board and commended the hard work. She stated that it would be fiscally responsible to explore other partnerships. She expressed concerns over fundraising efforts.

Ald. Holmes stated that SAFE didn’t have the option to fundraise; fundraising wasn’t part of the job the organization was charged to do.

Ald. Grover stated that donation boxes were the only fundraising efforts. SAFE has no authorization to fundraise as a 501C3.

Ald. Braithwaite asked Ald. Tendam to restate the motion.

Ald. Fiske restated the motion to accept the report by the Animal Control Board, seconded by Ald. Tendam.

The Committee voted unanimously 6-0 to accept the report.

Ms. Kaplan provided more information around fundraising efforts and previous discussions with TreeHouse which were not successful.

Dianne Valetta commented that the benign neglect that previously occurred wouldn’t happen because the Board could now monitor activities to prevent neglect from occurring.

There was discussion around a timeline for assigning a VAO, further concerns from the Committee and discussion about fundraising.

Mr. Bobkiewicz stated that this issue would come back in a month and that staff could offer a presentation in May. He further stated that the City would reimburse or pay for operational costs over the next 30 days.

There was further discussion around the process and ways Board members can access funds.

Ald. Fiske requested that members of other organizations including TreeHouse and Anti-Cruelty Society be present at the next meeting.

Ald. Tendam asked about previous debt incurred and information about the structure of SAFE, including financials and by-laws.

Ms. Kaplan replied that the information could be found in the RFP, but that the organization has grown and the mission has expanded. She expressed hesitancy to restructure the organization without being the awarded VOA.

There was further discussion about the goals of the RFP process.

Ald. Tendam moved to hold the issue in Committee, seconded by Ald. Fiske.
(HH 3) Approval of Resolution 35-R-15
Staff recommends City Council approval of Resolution 35-R-15 authorizing The City Manager to enter into four (4) new agreements for the artist leases for spaces at the Noyes Cultural Arts Center (NCAC).

For Action
Ald. Braithwaite moved to recommend City Council approve Resolution 35-R-15 authorizing the City Manager to enter into four (4) new agreements for the artist leases for spaces at the Noyes Cultural Arts Center (NCAC), seconded by Ald. Fiske.

The Committee voted unanimously 6-0 to recommend approval of Resolution 35-R-15.

IV. ITEMS FOR DISCUSSION
(HH 4) Process for Naming Public Places and Honorary Street Name Sign Program
Staff will provide information on the process for naming public places, the honorary street name sign program and historical markers for discussion.

Ald. Braithwaite called for discussion.

Ald. Holmes asked about benches.

Deputy City Manager, Joseph McRae stated that memorial benches could be donated in the memory of loved ones. He further stated that all information is available on the City’s website and most people who are interested contact the City directly.

Mr. Bobkiewicz stated that this issue was brought before the Committee to see if more advertising or programing is necessary.

Mr. McRae discussed advertising attempts.

Ald. Braithwaite confirmed that the discussion needed to happen in the Human Services Committee.

Ald. Fiske confirmed and highlighted a situation with Bookman’s alley, stating the importance of plaques. She discussed the importance of reaching out to residents and discussed Northwestern’s program for benches. She closed by stating her approval that the City has a program in place.

Mr. McRae confirmed that benches are available along the lakefront and in other parks.

Ald. Holmes asked about information on benches including cost and size and information on plaques, and asked about the cost of the application fee.

Mr. McRae discussed the application process for bench and tree dedications stating that the application cost for a bench is less than $1,000. He closed by stating that Public Works handles the process.

Ald. Grover asked if the policies were clear to staff since information is located in several places.
Mr. McRae confirmed that staff understood the process, but that the process could become more streamlined. He offered to work with the Committee to get the information in a central location.

Ald. Fiske highlighted the difference between the honorary street name program and the trees and benches; she agreed that the process should be standardized.

(HH 5) Gibbs-Morrison Cultural Center Update
Staff will provide an update on the current status of projects for the Gibbs-Morrison Cultural Center.

Mr. McRae provided a presentation on the Gibbs-Morrison Cultural center including background information, information about the space, and those interested in renting space. He suggested letters of intent for the kitchen and the studio space. He closed by reviewing the proposed plan for the space, landscaping options, and next steps; he estimated that the building would be available to the public by June 2015.

V. ITEMS FOR COMMUNICATION
(HH 6) TBRA Quarterly Update
Staff recommends the committee accept the Quarterly Report on Tenant Based Rental Assistance and place it on file.

Ald. Holmes recommends the Committee accept the Quarterly Report on Tenant Based Rental Assistance and place it on file, seconded by Ald. Tendam.

The Committee voted unanimously to accept the report and place it on file.

(HH 7) Update on Human Services Funding
An update will be provided on the joint meeting of the Human Services Committee, the Mental Health Board and the Housing and Community Development Act Committee held on January 27th, 2015.

Erika Storlie, Deputy City Manager, reviewed several recommendations as approved by all involved Committees. One of the recommendations including a joint application which would be developed in May. Ms. Storlie stated that agencies would have the opportunity to review the joint application in June and the final application would be available in July. She closed by stating that staff would continue to keep the Committee updated.

Ald. Burrus thanked staff and the Committees involved, and stated that it would be good for agencies and residents.

(HH 8) General Assistance Report
Staff recommends the Committee accept the Quarterly Report on General Assistance and place it on file.

Ald. Holmes moved to accept the Quarterly Report on General Assistance and place it on file, seconded by Ald. Burrus.

The Committee voted unanimously to accept the report and place it on file.
VI. ADJOURMENT

Ald. Fiske motioned to adjourn and the Committee agreed unanimously. Meeting adjourned at 7:22 pm.

Respectfully Submitted,

Jessica Wingader
Administrative Secretary
Memorandum

To: Human Services Committee

From: Mark Muenzer, Director of Community Development
Sarah Flax, Housing and Grants Administrator
Mary Ellen Poole, Housing Planner

Subject: Homeless Management Information System (HMIS)

Date: April 27, 2015

Recommended Action
The Housing and Homelessness Commission and staff recommend approval of a grant for the Homeless Management Information System (HMIS) grant in the amount of $18,500.00 to the Alliance to End Homelessness in Suburban Cook County (“The Alliance”). The Mayor’s Task Force on Homelessness also recommended support for HMIS. This database system is required by HUD to track demographic data, housing, and social services to homeless recipients, including recipients of the Emergency Solutions Grant funds (ESG) from the City. The Alliance receives funding from HUD for HMIS, which has a 20% match requirement to make full use of this funding. The $18,500 grant from the Affordable Housing Fund will enable the Alliance to access $74,000 in HUD funds. The request is approximately 5% of the HMIS budget, while over 9% of the households tracked in HMIS are Evanston households. Approximately 12% of the Continuum’s Federal funding goes to Evanston agencies.

Funding Source:
The source is the Affordable Housing Fund: 250.21.5465.62490

Discussion
The Alliance to End Homelessness in Suburban Cook County is charged by HUD to create a standard HMIS workflow and to train all users from the Continuum of Care (CoC) homeless system agencies. This not only allows Evanston and the Alliance to better track the individuals served but will also track the services provided to eliminate duplication and achieve increased efficiencies. The HMIS provides data for monthly, quarterly and annual reporting to HUD, and ongoing training and data quality checks enable the Continuum to provide data with a less than 5% error ratio for all federally funded homeless programs in suburban Cook County, including Evanston.
The Alliance leverages $11 million annually in HUD CoC funds for permanent supportive housing and other programs in Cook County for which HMIS participation is a requirement. As an Emergency Solutions Grant entitlement community, Evanston will receive $144,818 in 2015, which requires participation in HMIS and quarterly and annual reporting from that system. Further, the City of Evanston plans to expand use of HMIS to include the recipients of General and Emergency Assistance. Local support for HMIS will help build the capacity of the system and this additional portals. The HMIS is the only database of its kind in suburban Cook County, including Evanston.

Evanston agencies currently using HMIS include: Connections for the Homeless, Housing Options for the Mentally Ill, Housing Opportunity Development Corporation, Interfaith Action of Evanston, and the McGaw YMCA.

City staff recommends approving this request as the HMIS database is a valuable tool for the agencies and their funders, including the City which uses data collected to generate reports for the Federal Government. The use of local funds for the HMIS database helps support the Federal mandate that all ESG recipients use the HMIS database and leverages significant federal funds for needed services in our community. Supporting the HMIS database is consistent with the Consolidated Plan as well as the Homeless Task Force Plan to End Homelessness; allowing data to be collected for efficient planning, tracking and reporting.

**Legislative History**
The Housing and Homelessness Commission voted unanimously to recommend approval of a renewal grant in the amount of $18,500 from the Affordable Housing Fund to the Alliance to End Homelessness in Suburban Cook County for HMIS at its meeting on April 24, 2015. The City has provided six years of matching funds through the Affordable Housing Fund totaling $72,570. City Council approved $18,500 on May 12, 2014.

**Attachments**
Alliance to End Homelessness in Suburban Cook County application for matching funds
APPLICATION FORM
Affordable Housing Fund

Include these attachments with your application:
- Organization's non discrimination policy
- Organization's equal employment opportunity policy;
- Organization's affirmative action plan
- Organization's most recent audit
- Evidence of non-profit status

Please submit 1 hardcopy and 1 electronic copy of your application and attachments. For questions, contact Mary Ellen Poole, Housing Planner, at 847-859-7889.

AGENCY: Alliance to End Homelessness in Suburban Cook County
PROGRAM NAME: HMIS
CONTACT PERSON: Jennifer C. Hill
TELEPHONE: 708-236-3261 FAX: 708-236-3299
EMAIL: Jennifer@suburbancook.org
AMOUNT REQUESTED: $18,500

PROGRAM DESCRIPTION

1. Describe the service you propose to provide.

The Homeless Management Information System (HMIS) is a database used throughout the Cook County Continuum of Care (CoC) to record client demographics and service records for those enrolled in HUD homeless system programs and is required by HUD for its CoC housing programs. The Alliance to End Homelessness in Suburban Cook County (Alliance) as lead agency for the CoC is charged with implementing and administering the HMIS. The Alliance is responsible for training all users on how to enter client data accurately into the HMIS using the standard HMIS workflow and to pull usable data for monthly, quarterly and annual reporting requirements. Alliance staff monitors the data of participating agencies on a monthly basis, assessing data completeness and accuracy of point-in-time inventories of beds and persons served. The Alliance receives funding from HUD for the HMIS project. The funding for which we are applying through the Affordable Housing Fund will support the 20% match requirement on the HUD funding. Without it, HUD would withdraw $74,000 in annual funding.

2. Discuss the anticipated year end result. What specific result and benefit will this service have for Evanston?

The Alliance to End Homelessness in Suburban Cook County is charged by HUD to create a standard HMIS workflow and to train all users from CoC homeless system agencies. This standardization of forms and workflow will not only allow Evanston and the Alliance to better track the individuals served but will also track the services provided to eliminate duplication of services and achieve better outcomes. The HMIS provides data for monthly, quarterly and annual reporting to HUD, and better training helps our
Continuum to provide data with a less than a 5% error ratio. The Alliance will therefore be able to provide quality data to guide the development of Evanston programs and plans.

3. **Check off the following Consolidated Plan objective(s) which will be addressed by this activity.**

**Housing**
- ☒ Maintain existing affordable housing options and promote opportunities that increase the supply of affordable housing for low income households.
- ☐ Continue addressing barriers to affordable housing, including high costs of housing, land and new construction; high property taxes; violations of the Fair Housing Ordinance; and zoning ordinances, property standards and building codes that may be unreasonable, per periodic review.
- ☐ Provide funds and assistance for low income single family owner-occupants to rehab their homes.
- ☐ Provide low interest rehabilitation loans for existing rental properties with a majority of low income households.
- ☐ Provide funds and technical assistance for rental development projects that serve low income households.
- ☐ Provide funding for first time home purchase opportunities – new construction or rehabilitation.
- ☐ Promote owner financial education refinancing issues/avoidance of predatory loans; home repair and maintenance; and credit or budget counseling.
- ☐ Promote educations workshops and/or home buyer clubs for prospective homeowners: responsibilities and benefits of homeownership; what ‘affordable’ means; budgeting and saving’ managing credit and addressing credit problems; and mortgage financing.
- ☐ Reduce vacant and boarded properties.
- ☐ Maintain property standards and enforce building codes.
- ☐ Reduce foreclosure actions through education and early intervention and explore efficient and equitable methods to turn around foreclosed properties.
- ☐ Explore down payment and closing cost grants.
- ☐ Explore subsidies for affordable set-aside units in market rate developments.
- ☐ Promote a mix of incomes in assisted projects and in market rate development.
- ☐ Preserve existing subsidized rental units and public housing units.
- ☐ Ensure fair housing opportunities are enforced and individuals seeking housing are not discriminated against because of race, color, religion, sex, age, sexual orientation, marital status, disability, familial status or national origin.
- ☒ Support housing efforts to address the needs of special needs populations: elderly and frail elderly; victims of domestic violence, youth at risk of becoming homeless; and persons with developmental disabilities, physical disabilities, mental illness, substance abuse problems and persons living with HIV/AIDS.
- ☒ Support housing efforts to address the needs of homeless persons for a variety of housing options and help end chronic homelessness.

**Homeless**
- ☐ Maintain emergency and short term transitional services to prevent first time or recurring homelessness, including rental and utility assistance, House Choice Vouchers, case management services to families facing a crisis, and the 36 bed facility at Hilda’s Place which offers short term (up to six months) transitional housing or emergency housing up to three nights.
- ☐ Maintain existing transitional housing programs: YWCA’s Transitional Housing program and Connections’ New Beginning and Young Families.
- ☐ Maintain permanent supportive housing for mentally ill homeless individuals.
Maintain affordable housing for the disabled homeless.

Expand services where possible to meet identified needs for as Spanish-speaking staff for an HIV support group, computer access, daycare services for homeless toddlers, parenting skills training and family counseling.

Develop additional supportive housing for homeless families (including domestic violence families), find an appropriate housing model for long term homeless families, and identify an agency to undertake the program.

Improve access by homeless individuals and families to mainstream resources throughout the Continuum of Care, with training for agencies and families.

Expand participation in Homeless Management Information Systems (HMIS) among agencies to coordinate, track and analyze services and results.

Foster community understanding of issues relating to homelessness with articles in local media, information meetings among organizations and government officials and material on available resources.

Work toward regional approaches and solutions to homelessness through participation in the Regional Round Table.

Provide, as necessary, those services that successfully prevent the development of chronic homelessness.

Provide intensive street outreach to the unsheltered, following by engagement and linkages to move the chronically homeless into stable, permanent housing.

Provide either directly or through linkages a comprehensive range of support services to enable the chronically homeless to move into and maintain a stable living environment.

Increase the number of permanent supportive housing units for the chronically homeless.

Develop new risk-reduction programs.

Maintain and improve access to mainstream resources.

Gather appropriate data concerning the chronically homeless in Evanston and the progress made in moving individuals into permanent housing and sustaining them.

Address the societal factors causing homelessness.

4. Explain how the proposed activity is NOT a duplication of an existing service in Evanston or how the proposed public service would better serve the Evanston community.

The HMIS is the only database of its kind in suburban Cook County including Evanston. In 2011, the Evanston Alliance on Homelessness merged with the suburban Cook Alliance. At the end of 2013, Connections for the Homeless transferred the entire responsibility for maintaining this database to the Alliance. At this time, the Alliance to End Homelessness in Suburban Cook County is in need of matching funds to make full use of this HMIS funding. By having the Alliance lead the HMIS implementation, Evanston is avoiding duplicating this effort while at the same time expanding the benefit to its residents by ensuring solid data is available for affordable housing funding decisions.

5. Discuss the need for this type of service showing:
   - existing level of service for this client group – From October 2013 through September 2014, the CoC served over 5,821 households comprising nearly 7,734 individuals, including nearly 527 households comprising 614 individuals from Evanston.
   - how has this need has been met over the past two to three years; In previous years, the City of Evanston has funded the match, and HUD has provided the majority of funding for the Evanston HMIS. Prior to 2011, Connections for the Homeless was separately supporting HMIS efforts in Evanston, and this represents a consolidation of effort at the Alliance level.
• **how the need has changed over the past two to three years**, The Alliance has placed a greater emphasis on chronic and veteran homelessness since 2012, and the impact on HMIS is that we now do monthly housing placement reports in order to track progress toward ending veteran homelessness in 2015 and chronic homelessness in 2016.

• **the gaps in providing this service** The Alliance is engaged in an effort to grow our capacity to respond with greater detail to the needs of Evanston as an entitlement community, as the HEARTH Act requires a more formal consultative relationship between the CoC and Evanston as an ESG recipient.

6. **Does your agency coordinate or cooperate with any similar agency for this service? If not, explain, if so, provide information about coordinated efforts.**

   The Alliance coordinates a variety of nonprofit, municipal, county, state and federal representatives to ensure a comprehensive approach to shortening the time any person spends homeless and to minimize the number of people becoming homeless each year. For example, the Alliance is active in the Regional Round Table, where CoCs in the northeastern region of Illinois collaborate to share ideas and coordinate efforts related to CoC and HMIS activities. In mid-2014, the Alliance completed a merger of the Suburban Cook HMIS and the DuPage HMIS, creating the start of a northeast Illinois regional HMIS which is creating better economies of scale for homeless data collection and analysis.

7. **Discuss the characteristics of the client group which will be served by this proposed program:**

   - **Total number of clients to be served:** 620
   - **Total number of low/moderate income clients:** 620
   - **Will clients served be Evanston residents only?** Yes □ No
   - **Number of clients outside Evanston:** 0
   - **Has the number of clients to be served by this program increased or decreased?** Increased □ Decreased
   - **Number of clients served last year:** 614

8. **What client group is the proposed program intended to serve (i.e., senior citizens, homeless individuals/families, youth, battered persons, mentally or physically disabled)?**

   Individuals and families who are homeless or who are at risk of becoming homeless will benefit from this program.

9. **Explain how your agency plans to identify and/or document income levels and residency.**

   Homeless persons are presumed to be low-income. Within the HMIS, Evanston clients will be identified by the zip code of their last permanent address or current city of residence as provided during the intake process. Case managers at each agency collect the appropriate documentation of income and residence as required by their respective programs. These data are recorded in HMIS.

10. **Describe how clients will learn of this activity.**

    At the time of program intake, all clients who are entered into the HMIS are required to sign a release
of information acknowledging that they understand that the information will go into a database and how their data will be used.

11. Where (address/location) will this service be provided?

Alliance staff will provide support and training from their office located at 4415 Harrison Street, Hillside, Illinois 60162. The Alliance will provide on-site assistance at participating agencies as needed. Staff members of participating agencies use the HMIS at their own locations, accessing the HMIS program via the Internet.

12. Is this location in compliance with the requirements of the federal ADA (Americans with Disabilities) Act?

☐ Yes
☐ No  If "No," explain how disabled clients will be able to access the proposed program.

13. Why is your organization best suited for undertaking this activity?

The Alliance is the designated HMIS lead agency for the Cook County Continuum of Care and has seven years of experience administering the HMIS project. The Alliance employs three full-time staff dedicated to the HMIS project, including Peggy Troyer, director of information services, Jeremy Heyboer, data quality manager and lead trainer, and Lynn Suchwalko, HMIS support specialist. All three are active in the National Human Services Data Consortium and bring this national level expertise to suburban Cook County. Through its other staff, the Alliance offers supervision and administrative support to the HMIS project.

14. What is the estimated cost per client of the proposed service (Total Program Costs divided by the number of clients to be served).

- $30 per client for current or proposed year
- $30 per client for last year

15. Discuss the cost-effectiveness of the activity and what specific procedures you will use to evaluate and ensure the cost-effectiveness.

The costs of entering and retrieving data manually would greatly exceed the costs of entering and retrieving data in an electronic system. By being part of a system that covers a wider geographic area, Evanston is benefiting from the increased HMIS staffing capacity and additional features possible at that scale. To achieve this capacity and responsiveness with a system just for Evanston would be cost prohibitive.
1. **PROGRAM FUNDING**

1. *Provide information on all funding sources you anticipate using for this activity.*

**Proposed Program Year - Program Funding**

<table>
<thead>
<tr>
<th></th>
<th>Evanston Affordable Housing Funds</th>
<th>Other Funds</th>
<th>Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollar Amount</td>
<td>18,500</td>
<td>386,280</td>
<td>404,780</td>
</tr>
<tr>
<td>% of Program Budget</td>
<td>5%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

2. *Itemize the “Other Funds” from the table and Indicate the status of the funding commitment (i.e., funding secured, awaiting final approval, awaiting response, status unknown)*

**Other Funds**

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Commitment Status</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>HUD CoC HMIS grant</td>
<td>Committed</td>
<td>258,480</td>
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<tr>
<td>Cook County ESG</td>
<td>Committed</td>
<td>36,500</td>
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<tr>
<td>Cook County CDBG</td>
<td>Committed</td>
<td>50,000</td>
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<tr>
<td>DuPage HMIS</td>
<td>Committed</td>
<td>15,000</td>
</tr>
<tr>
<td>Foundations/Private</td>
<td>Committed</td>
<td>26,300</td>
</tr>
<tr>
<td><strong>TOTAL OTHER FUNDS</strong></td>
<td></td>
<td>386,280</td>
</tr>
</tbody>
</table>

3. *Why is Evanston’s Affordable Housing Fund an appropriate funding source for this program?*

The Alliance leverages $11 million annually in HUD CoC funds for affordable supportive housing in Cook County for which HMIS participation is a requirement. In 2015, Evanston as an entitlement community will receive $144,818 in ESG funding, which requires quarterly and annual reporting based on HMIS data. Beginning in 2015, the City of Evanston plans to enter data on recipients of General and Emergency Assistance funds into HMIS. Because of Evanston’s commitment to creating affordable housing, investing Affordable Housing Fund dollars into this data system will ensure that scarce housing funds are targeted effectively.
### AFFORDABLE HOUSING FUND
### PROPOSED WORK PROGRAM

#### FY 2015

**Program Name:** Suburban Cook HMIS

**Sponsor:** Alliance to End Homelessness in Suburban Cook County

<table>
<thead>
<tr>
<th>Objectives/Activities</th>
<th>Quarter 1 (Jan-Mar)</th>
<th>Quarter 2 (Apr-Jun)</th>
<th>Quarter 3 (Jul-Sep)</th>
<th>Quarter 4 (Oct-Dec)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Record housing needs of unsheltered homeless, and record actions taken to secure housing (14 annual)</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Record housing needs of sheltered homeless individuals and families in transitional housing &amp; actions taken. (28 annual)</td>
<td>21</td>
<td>17</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>Record housing needs of households at risk of losing their housing &amp; prevention actions taken (118 annual)</td>
<td>41</td>
<td>59</td>
<td>78</td>
<td>41</td>
</tr>
<tr>
<td>Record housing needs of chronically homeless individuals in permanent housing &amp; actions taken (27 annual)</td>
<td>27</td>
<td>26</td>
<td>27</td>
<td>26</td>
</tr>
<tr>
<td>Record housing needs of individuals in need of rapid rehousing and other homelessness related support services. (381 annual)</td>
<td>342</td>
<td>359</td>
<td>382</td>
<td>357</td>
</tr>
</tbody>
</table>
**TOTAL AGENCY BUDGET**

4. Complete the tables on this page and the next for your agency's entire budget, showing all revenue sources and expenditure line items.

<table>
<thead>
<tr>
<th>Agency Revenue Sources</th>
<th>Current Year Budget Period (2015)</th>
<th>Prior Year Budget Period (2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>%</td>
</tr>
<tr>
<td>Affordable Housing Funds</td>
<td>18,500</td>
<td>3</td>
</tr>
<tr>
<td>Other Evanston Funds</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Other Local Government</td>
<td>15,000</td>
<td>2</td>
</tr>
<tr>
<td>State Funds</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Federal Funds</td>
<td>480,317</td>
<td>74</td>
</tr>
<tr>
<td>Grants</td>
<td>105,000</td>
<td>16</td>
</tr>
<tr>
<td>Program Fees</td>
<td>3,500</td>
<td>1</td>
</tr>
<tr>
<td>Contributions</td>
<td>15,500</td>
<td>2</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>14,000</td>
<td>2</td>
</tr>
<tr>
<td>Investment Income</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Misc./Other</td>
<td>1,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>652,817</td>
<td>100%</td>
</tr>
</tbody>
</table>

*% Percent of Total Revenue.*
<table>
<thead>
<tr>
<th>Agency Line Item Expenditures</th>
<th>Proposed Budget Amount</th>
<th>%*</th>
<th>Prior Year Budget Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Fringe</td>
<td>440,551</td>
<td>69</td>
<td>411,490</td>
<td>67</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>83,500</td>
<td>13</td>
<td>107,600</td>
<td>18</td>
</tr>
<tr>
<td>Occupancy</td>
<td>24,500</td>
<td>4</td>
<td>17,625</td>
<td>3</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Telephone/Utilities</td>
<td>15,000</td>
<td>2</td>
<td>17,075</td>
<td>3</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,500</td>
<td>1</td>
<td>4,500</td>
<td>&lt;1</td>
</tr>
<tr>
<td>Specific assistance to Individuals</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Program Supplies</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td>10,700</td>
<td>2</td>
<td>8,600</td>
<td>1</td>
</tr>
<tr>
<td>Transportation Travel</td>
<td>26,000</td>
<td>4</td>
<td>21,750</td>
<td>4</td>
</tr>
<tr>
<td>Postage and Delivery</td>
<td>1,900</td>
<td>0</td>
<td>1,500</td>
<td>0</td>
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<tr>
<td>Printing &amp; Copying</td>
<td>3,375</td>
<td>1</td>
<td>3,375</td>
<td>&lt;1</td>
</tr>
<tr>
<td>Other</td>
<td>13,160</td>
<td>2</td>
<td>680</td>
<td>0</td>
</tr>
<tr>
<td>Depreciation &amp; Reserves</td>
<td>7,000</td>
<td>1</td>
<td>6,000</td>
<td>1</td>
</tr>
<tr>
<td>Capital purchase &amp; etc.</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>8,500</td>
<td>1</td>
<td>12,000</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>638,686</strong></td>
<td><strong>100</strong></td>
<td><strong>612,195</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*% of Total Expenditures
PROGRAM BUDGET

5. Complete the tables on this and the next page, indicating all funding sources and proposed expenditures for the proposed program. For programs that have received CDBG funding in prior years, provide information for the two most recent budget years as well.

<table>
<thead>
<tr>
<th>Program Revenue Sources</th>
<th>Proposed Budget From: 01/01/2015 To: 12/31/2015 Amount</th>
<th>%*</th>
<th>Current Year Budget From: 01/01/2014 To: 12/31/2014 Amount</th>
<th>Prior Year Budget From: 01/01/2013 To: 12/31/2013 Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDBG Funds</td>
<td>50,000</td>
<td>12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Evanston Funds</td>
<td>18,500</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Local Govt.</td>
<td>15,000</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Funds</td>
<td>294,980</td>
<td>73</td>
<td>320,429</td>
<td>322,353</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>22,000</td>
<td>5</td>
<td>26,100</td>
<td>4,753</td>
</tr>
<tr>
<td>Corp. Grants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Fees</td>
<td>3,500</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Event</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bequests</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Dues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Misc./Other</td>
<td>800</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>404,780</td>
<td>100</td>
<td>404,929</td>
<td>327,106</td>
</tr>
</tbody>
</table>

*% of Total Revenue
<table>
<thead>
<tr>
<th>Program Line Item Expenses</th>
<th>Proposed Budget 2015</th>
<th>Current Year Budget 2014</th>
<th>Prior Year Budget 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>%*</td>
<td>Amount</td>
</tr>
<tr>
<td>Equipment purchase</td>
<td>6,700</td>
<td>2</td>
<td>8,000</td>
</tr>
<tr>
<td>Software license</td>
<td>57,500</td>
<td>14</td>
<td>55,000</td>
</tr>
<tr>
<td>Connectivity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disaster recovery</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel &amp; Support</td>
<td>277,980</td>
<td>69</td>
<td>265,560</td>
</tr>
<tr>
<td>Technical asst (contract)</td>
<td>12,000</td>
<td>3</td>
<td>27,600</td>
</tr>
<tr>
<td>Space &amp; operating costs</td>
<td>25,597</td>
<td>6</td>
<td>24,433</td>
</tr>
<tr>
<td>Travel</td>
<td>16,250</td>
<td>4</td>
<td>13,192</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
<td>8,074</td>
</tr>
<tr>
<td>Supplies</td>
<td>6,812</td>
<td>2</td>
<td>5,599</td>
</tr>
<tr>
<td>Other</td>
<td>1,758</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>404,597</td>
<td>100</td>
<td>407,458</td>
</tr>
</tbody>
</table>

*% of Total Expenditures
FUNDING REQUEST

6. In the following table, please list the proposed line item expenditure budget for which Evanston’s Affordable Housing Funds will be used.

<table>
<thead>
<tr>
<th>Line Item</th>
<th>Amount</th>
<th>Need/Cost Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software License</td>
<td>10,640</td>
<td>Cost of HMIS software – Evanston portion (19% of licenses)</td>
</tr>
<tr>
<td>Personnel and support</td>
<td>7,860</td>
<td>0.1 FTE Project Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Line Item</th>
<th>Amount</th>
<th>Need/Cost Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

Total 18,500

7. If used for staff position costs, indicate the number of positions and the following information for each position:
   - Job Type   0.1 FTE of the Director of Information Services
   - Job Description  Project Management and Supervision
   - Is the position currently filled  Yes, by Peggy Troyer, MBA, CISA, CISSP
II. ORGANIZATION PROFILE

1. The applicant is (check one):
   - ☒ Non-Profit Organization
   - ☐ For-Profit Organization
   - ☐ Government Entity
   - ☐ Other _______________________

2. The applicant is (check one):
   - ☒ Secular in nature; religiously nonrestrictive
   - ☐ Sectarian in nature; affiliated with a religious group or promoting a religious viewpoint

3. When was your organization established? August 2004

4. Identify all characteristics that are included in your organization's affirmative action policy. (A copy of your organization's affirmative action policy must be attached to this application.)
   - ☒ Race
   - ☒ Sexual Orientation
   - ☒ National Origin
   - ☒ Religion
   - ☒ Familial Status
   - ☒ Gender
   - ☒ Color
   - ☒ Disability
   - ☒ Age

5. Attach a list of the names and addresses of all members of your organization's Board of Directors.

   Provide a brief history and summary of your organization's provision of public services in Evanston.

This is our second application for an Affordable Housing Fund grant in Evanston.

Organized in 1997 as the Task Force on Homelessness, the group changed its name and incorporated as a nonprofit organization in 2004 to shift its focus from managing homelessness to ending it. In July of 2008, the Alliance implemented its HMIS in partnership with the DuPage County HMIS. When the Cook County Continuum decided in 2009 to merge with the previously separate Evanston Continuum of Care, the Alliance instead partnered with the Evanston HMIS. The Evanston CoC finalized its merger with the Cook County CoC in 2011. In mid-2014, the Alliance completed an HMIS merger with DuPage County, and the Alliance leads this regional HMIS implementation.
IV. PERFORMANCE MEASURES AND PROGRAM EVALUATION

1. In addition to using the Quantitative measures outlined in the Work Program, how will you qualitatively measure the impact of the services or activity? Include how the impact has changed during the history of the program or the project.

The overall goal of homeless programs is to improve the housing, economic and personal stability of clients. For housing stability, we are interested in seeing how many people improve their housing situation as a result of our interventions: how many of those living on the streets move into shelter or housing; how many of those living in the shelter move into permanent housing; how many of those in permanent housing remain in permanent housing. We ask similar questions about earnings and income. The Alliance has developed a data dashboard that measures the aggregate movement of clients to permanent housing from shelter and transitional housing.

2. What type of self-evaluation does the agency use to ensure the objectives are being met?

The Alliance has developed a data dashboard that helps track whether resources are being used to capacity. It tracks client exit outcomes and looks at housing placements. The dashboard is updated quarterly and reviewed by the Alliance board of directors.

3. Please provide an example of how you have successfully served a customer during the past year. This can be an outstanding accomplishment or a representative accomplishment.

The national 100,000 Homes Campaign came to its successful completion in July 2014. This effort is responsible for housing 455 people in two years, which is over three times our original goal of housing 150 people. In 2014 alone, the Alliance and its partners housed 203 highly vulnerable people experiencing homelessness. For example, there was a married couple who as individuals had many high barriers to housing. They were able to move into their first apartment together in Fall 2014. They both volunteered during the January 2015 Point-In-Time unsheltered count.

As part of the follow-up campaign Zero: 2016, the Alliance is focusing on ending Veteran homelessness by 2015 and ending Chronic Homelessness by 2016.

4. Please provide an example of your biggest challenges programmatically during the past year in attempting to serve a customer.

One of the biggest challenges in the past year has been in developing a coordinated entry system in the absence of a 24-hour information and referral system such as a 211. The Virtual Call Center (VCC) was developed in 2012 as an interim solution to not having 211. The VCC serves as a point-of-entry into our system, referring callers to an agency able to provide a more complete intake assessment in the client’s geographical area. The VCC utilizes the HMIS to record calls and to make client referrals. The Alliance has created a Universal Intake Form to ensure that the collection of client data is consistent throughout the CoC. We continue to work on a more comprehensive referral system which will improve our ability to assess client needs and make successful program referrals. Since 211 has not been implemented in Cook County, the suburban Cook County area is tasked with creating a coordinated entry system by working to improve the capacity of the VCC.
CERTIFICATION

We, the undersigned duly authorized agents of the Alliance to End Homelessness in Suburban Cook County (applicant), do hereby state, that to the best of our knowledge, the information contained in this application is true and correct. Applicant assures the City of Evanston that funds will be administered by the applicant, and that funds received shall be used solely for the purpose described in this application.

Jennifer Hill
Name

[Signature]
Signature

3-13-15
Date

PROGRAM ADMINISTRATOR

Peggy Troyer
Name

[Signature]
Signature

3-13-15
Date
March 13, 2015

Appendices:

Our Personnel Policy Manual contains the following attachments:

- Organization’s nondiscrimination policy (Affirmation Action)
- Organization’s equal employment opportunity policy (Affirmation Action)
- Organization’s affirmative action plan (Affirmation Action)

We have also attached the following:

- Our most current audit
- Alliance to End Homelessness non-profit status
- Alliance Board of Director’s List with titles and agencies
Personnel Policy

Adopted October 5, 2004
Updated March 1, 2011
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   B) Job Description 4
   C) References 4
   D) Automobile Insurance 4
   E) State Regulatory Changes 4
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   G) Verification of Licensure or Certification 5
   H) Working Classifications 5
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      2) Part-time 5
      3) Seasonal 5
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   K) Employment References 6
   L) General Reference 6
      1) All Others/Specific 6

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   E) Overtime 7

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   A) Paid Time Off 7
      1) Maximum Accrual 7
   B) Holidays 7
   C) Leave of Absence 7
   D) Paid Time Off Requests 8
   E) Mileage 8
   F) Military Leave 8
   G) Bereavement Leave 8
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   B) Conflict of Interest 9
   C) Grievances 9
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I) Introduction and Extent of Coverage

These personnel policies govern the action of all parties in relationship with The Alliance to End Homelessness in Suburban Cook County (the “Alliance”) including employees, volunteers, interns, and contractual employees. The Alliance to End Homelessness in Suburban Cook County employs its employees on an at-will basis; there is no contract, promise, or guarantee of employment. The Alliance reserves the right, at any time, to alter, amend, revoke, or modify any and all provision(s) or policies contained in this handbook. Ordinarily, written notice of any change(s) shall be adequately communicated to the employee. The Alliance to End Homelessness in Suburban Cook County values the input of employees in development and reviews of personnel policies and includes them in the review and modification process.

II) Employment Environment

The Alliance to End Homelessness in Suburban Cook County is an EQUAL OPPORTUNITY EMPLOYER, therefore, all persons will be considered for employment, compensation, promotion, and training based on qualification and merit, without regard to race, color, creed, religion, gender, age, marital status, veteran status, medical status, sexual orientation, physical disability or handicap, or any other legally protected status.

A) Affirmative Action

To ensure equal employment opportunities for all, The Alliance to End Homelessness in Suburban Cook County will attempt to pursue the following affirmation action steps: actively recruit and employ minorities, people with disabilities as job duties allow; and ensure that changes in employee status will be made without regard to race, religion, color, creed, gender, age, marital status, medical status, veteran status, sexual orientation, physical disability or handicap as job duties allow.

B) Drug and Alcohol-Free Workplace

The Alliance to End Homelessness in Suburban Cook County complies and adheres to the requirements of the Drug Free Workplace Act of January 1, 1992. Any and all employees, volunteers, clients, visitors and contractors for services are notified that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance, including cannabis and alcohol is prohibited in the workplace, inclusive of surrounding grounds. This prohibition extends to all sites where the agency’s business may be engaged.

Drug and alcohol abuse in the workplace jeopardizes the welfare and safety of clients, residents, other employees, or volunteers, and the welfare of the agency as a whole. Maintaining a drug and alcohol free workplace is mandatory for continuation of state licensing compliance and all federal, state, and local contracting.

Violations of the above prohibition will result in immediate discharge without notice as defined by gross misconduct. The employer retains the right to require a drug test at any time at the employer’s expense for staff members that have direct care responsibilities.

As a condition of employment, each employee or contractor will (1) abide by the above policy of The Alliance to End Homelessness in Suburban Cook County’s drug free workplace and notify (2) The Alliance of any criminal drug statute or DUI’s conviction no later than five working days after said conviction. Failure to notify The Alliance to End Homelessness in Suburban Cook County is cause for discharge.

C) Harassment

Harassment for any reason, sexual, ethnic, racial, sexual orientation, etc. will not be tolerated.
Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment. Conduct of this nature interferes with an individual’s work performance and creates an offensive work environment.

The alleged victim of any harassment has several courses of action that might be taken: inform the harasser that the conduct is unwelcome and must stop immediately; inform the supervisor or any person in the chain of command; file a grievance. The Executive Director is to be informed immediately and action will be taken immediately for any and all allegations.

D) Violence Free Environment
The Alliance to End Homelessness in Suburban Cook County is a violence free environment. No person other than law enforcement officers may possess a firearm or other weapon of any type on any Alliance facility or at any Alliance event. No staff member may physically assault a colleague, client, visitor, or volunteer. No staff member may verbally threaten colleagues, clients, visitor, or volunteer. Violations of this policy will result in disciplinary action up to and including immediate discharge.

III) Hiring

A) Procedures
The Board of Directors hires the Executive Director.

The Executive Director of The Alliance will hire all other personnel.

The Executive Committee shall be informed of all changes in personnel.

The creation or elimination of positions will fall under the jurisdiction of the Executive Committee, subject to approval by the Board of Directors. Staffing is determined by the limits of the approved budget.

B) Job Description
Job descriptions are provided for each position and are given to each prospective employee prior to acceptance of any given position. Receipt of a job description will be signed by all new employees and made a part of his/her personnel file, signifying the employee’s understanding of the duties and responsibilities necessary to properly perform the employee’s position. Receipt of revised job descriptions will be signed by employees at the implementation of revised job description and are made part of personnel file.

C) References
Three written references shall be secured for each applicant. In addition, graduate and undergraduate records will be verified, and all documentation for proof of citizenship or proof of eligibility to work in the United States as defined by U.S. Code, Section 1324A. These references should be secured before offering employment to an applicant. If not, the applicant's continued employment is contingent upon the receipt of satisfactory reference data within the designated probationary period.

D) Automobile Insurance
Employees of The Alliance who receive transportation reimbursement as part of their employment shall be required to carry automobile insurance at the levels mandated by the State of Illinois for car owners. Proof of automobile insurance coverage is required to be shown semiannually. The employee will provide The Alliance with updated proof at every renewal period by submitting to the administrative office a copy of their insurance card within five days of expiration.

E) State Regulatory Changes
The Alliance will comply with all state regulatory changes to requirements of personnel hiring and documentation within files. The Executive Director will communicate changes to requirements to staff.
All new hires will be given a copy of the Personnel Policy and will sign a receipt of said copy that is maintained in their personnel file. Copies will be available at all times in the office.

F) **Job Openings**
All job vacancies will be posted in writing. Employees in good standing who have been employed in their current position for at least six months will have the opportunity to bid on positions and will be given preferential consideration in the filling of positions when their qualifications meet job requirements.

G) **Verification of Licensure or Certification**
All employees in classifications requiring licensure or certification will provide The Alliance with documentation of current licensure and/or certification prior to start date and at regular intervals as the license expires and is renewed. All employment is contingent upon the receipt of satisfactory documentation. Contractual and sub-contractual employees are included under this policy.

The Alliance to End Homelessness in Suburban Cook County will keep a copy of each employee's relevant documentation of licensure or certification as part of the employee's personnel record.

H) **Working Classifications**
New employees will be informed of their classification when they are hired.

1) **Full-time**
   Employees regularly scheduled to work at least 40 hours per week are considered full-time employees and entitled to receive all fringe benefits.

2) **Part-time**
   Employees who are regularly scheduled to work less than 37 1/2 hours per week are considered part-time employees and entitled to receive certain benefits in accordance with the percentage of full-time work. They will receive Paid Time Off on a pro-rated basis. Maximum PTO accruals will also be on a pro-rated basis.

3) **Seasonal**
   Employees who are hired to work for a specified time-limited period of time, not to exceed thirteen weeks, are seasonal employees and are not entitled to receive fringe benefits.

I) **Evaluations**
All new employees shall be considered on probationary status for three months with the employer's option for extending the probationary period for a maximum of three months longer. During the employee's probationary period, The Alliance or employee may sever employment immediately, and without notice, for any reason whatsoever. During this period, the immediate supervisor will verbally review the employee's performance at monthly intervals. This evaluation will be discussed with the employee. Upon completion of probation, a brief written evaluation will be discussed with the employee and his/her supervisor, reviewed by the Executive Director, and placed in the employee's personnel folder.

Evaluations will be conducted annually in a mutual fashion, with both the employee and the supervisor rating and evaluating performance. The employee and supervisor will sign all evaluations, and a copy provided to the employee. An employee that does not agree with his/her supervisor's evaluation may follow the grievance procedure.

Verbal and written notice will be given to any employee whose performance is unsatisfactory. If the performance does not improve to a satisfactory level within a stated reasonable time period, the employee may be placed on probation for a period not longer than 60 days. At the end of the probation period, if performance has not improved, employment will be terminated.

The Alliance to End Homelessness in Suburban Cook County may dismiss an employee for failing to meet its legitimate expectations. These failures may include, but are not limited to the following major violations: employee actions that directly endanger the health and safety of any employee, volunteer or client(s), violates any policy of the agency, and/or significantly disrupts the orderly performance of work, and/or
brings discredit to the agency. A major violation may be cause for immediate dismissal following an investigation to verify the facts. The Alliance may choose a lesser form of disciplinary action or may take no action after review of the facts. The employee may be placed on paid suspension, or an unpaid suspension up to one week, while the investigation is proceeding. Reinstatement with pay for the period of the suspension will be made if it is determined that no major violation occurred.

J) Access to Personnel Files
An employee has the right to look at his or her personnel file provided a request is made in writing to the Executive Director. Review will be arranged by the Executive Director and take place in the presence of the Executive Director in the office where the files are maintained. Employees have the opportunity to submit written comments regarding items in their personnel files and the comments will be added to their personnel file.

K) Employment References
The Alliance to End Homelessness in Suburban Cook County recognizes the need to provide job references for employees requesting them.

L) General Reference
General request for dates of employment, title, and salary should be referred to the Office Manager.

1) All Others/Specific
Prior to providing any information other than dates of employment, title, and salary, The Alliance shall be in receipt of written consent for release of information that documents the specifics to be released. The release is to be kept in the employee’s personnel file.

All requests for additional information including, but not limited to employee performance, use of time off, ability or assessment of execution of job functions and duties are to be referred to the Executive Director.

IV) Work Schedule and Compensation

A) Hours of Work
Regular workweek is a scheduled 40 hours. Daily and weekly schedules may change from time to time to meet the changing needs of the organization and clients.

B) Timekeeping
All staff must fill out a time card accurately indicating hours worked and the type of benefit time used. The employee and the supervisor must sign the card at the end of each pay period.

C) Salaries
Salaries and hourly wages will vary with education, experience, and specialized nature of the job. The Alliance values longevity of service. Employee performance and salary will be reviewed annually, at anniversary date of hire or promotion.

Salary increases will be effective as of the beginning of the pay period following the employee’s anniversary date or date of promotion.

Salary increases will be given based on merit.

The Board of Directors will determine the range for salary increases at the time of the preparation of the annual budget.

If during the time between evaluations an employee changes to another position in the agency, with an attendant increase in salary, the date of promotion/change will constitute the new base line of determining the date of the next evaluation and salary increase.
Salary schedules will be reviewed annually. The salary schedule will be prepared by the Executive Director in consultation with the Executive Committee, and approved by the Board of Directors.

D) Payroll
Alliance employees are paid on a bi-monthly schedule. For payroll purposes, the Alliance workweek runs from Sunday through Saturday. Pay periods are from the first to fifteenth and from the sixteenth to the final day of each month. Checks are distributed within five days of the fifteenth and last day of the month.

E) Overtime
Salaried employees classified as "exempt" under FLSA are not paid for overtime.

Employees classified as "non-exempt" under FLSA will be paid overtime at the rate of time and one-half for actual hours worked in excess of forty during any given week.

V) Benefits and Levels

A) Paid Time Off
Paid Time Off (PTO) is available for staff to use for any purpose. It is accrued per pay period. Any remaining time is paid in full upon termination of full time employment.

- Full time staff accrue 7.33 hours of PTO per pay period beginning with the first full pay period of employment. (Equivalent to 22 days or 176 hours annually.)
- Upon the fifth anniversary of full time employment, staff will accrue 9.0 hours of PTO per pay period. (Equivalent to 27 days or 216 hours annually.)
- Upon the tenth anniversary of full time employment, staff will accrue 10.67 hours of PTO per pay period. (Equivalent to 32 days or 256 hours annually.)
- Part time staff who is eligible for benefits under The Alliance’s personnel policy will receive a pro-rated accrual of PTO.
- PTO time is classified as Scheduled or Unscheduled. The first day of any absence, which is not preplanned, is considered Unscheduled. Usage of more than three (3) Unscheduled PTO days in a three-month period, or six (6) Unscheduled PTO days in a six month period will be reviewed with the supervisor and may result in disciplinary action.

1) Maximum Accrual
Staff may accrue up to 40 hours more than their maximum annual accrual of PTO time. Once the maximum accrual time is achieved, PTO time will stop accruing until the individual’s PTO bank falls below the maximum accrual. Time which is not accrued due to staff having achieved the maximum is not eligible for payout at termination.

B) Holidays
The official Alliance holidays are New Year’s Day, Martin Luther King, Jr. Day, Memorial Day, July 4, Labor Day, Thanksgiving, and Christmas Day. These days are not included in the PTO calculation.

An employee absent for five or more consecutive days of illness is required to present a physician’s release prior to resuming regular work duties.

C) Leave of Absence
- All leaves of absence are unpaid and must have the approval of the Executive Director.
- A leave of absence may be granted for no more than 12 weeks in any 12-month period.

Permanent employees are eligible for a 12-week leave of absence without pay as defined in #2 once they have achieved their first anniversary of employment.
Leave must be recorded. Insurance benefits will remain in effect until the end of the calendar month in which unpaid leave begins, and will be reinstated on the first day the employee returns to work provided the employee has maintained continuous health insurance coverage by paying the premium for any time not covered by the employer during the leave, per the personnel policy. If the employee has not maintained health insurance coverage by paying any premiums due during the leave, the employee will be provided with health insurance coverage on the first of the month following their return from leave.

Leave of absence may be taken and employees are required to first exhaust all accrued and eligible PTO and EIB time. EIB may not be used to cover leaves granted for reasons other than illness, childbirth, or adoption, or for the illness of an immediate family member for whom the employee is the primary caretaker.

Leave of absence may be granted for reasons other than illness, such as childbirth, adoption, illness of an immediate family as defined as a child, spouse or parent, or other personal reasons. These leaves must be approved by the Executive Director who will notify the Executive Committee of any approved leave.

D) Paid Time Off Requests
Paid Time Off requests will be submitted to the employee’s immediate supervisor for approval of scheduling.

Paid Time Off in excess of two consecutive weeks requires approval of the Executive Director.

Paid Time Off of five or more days requires a minimum of two weeks notice for approval. Additional notice may be required based on need.

E) Mileage
Reimbursement is provided for transportation required to discharge one’s duties for the Alliance. The rate of reimbursement will be equal to the IRS approved rate.

Toll-way and parking charges incurred while discharging one’s duties will be reimbursed. Receipts are required for all parking charges.

F) Military Leave
The Alliance to End Homelessness in Suburban Cook County will accommodate an employee who is a member of the National Guard or similar reserve military organization that is called to active duty or meeting an annual obligation to perform military service on a short-term basis.

G) Bereavement Leave
Each regular full-time employee is entitled to 24 hours of paid leave to attend the funeral for a death in the immediate family. Immediate family is defined as mother, father, spouse, domestic partner, brothers, sisters, children, stepchildren, grandparents, mother-in-law, father-in-law, stepmother, stepfather, brother-in-law, and sister-in-law. Part-time employees regularly scheduled to work at least 32 hours per week will be given paid leave on a pro-rata basis.

H) Jury Duty
Employees will be paid their full salary for up to a maximum of two weeks, provided they remit their jury duty check to The Alliance. After two weeks, the employee will be given an unpaid leave of absence with full benefits until completion of the jury service. Jury summons must be presented to the Executive Director immediately upon receipt.

I) Conferences and Workshops
Staff members may attend conferences at the discretion of the Executive Director. In such instances, expenses may be paid in whole or in part as funds for this purpose are available.

The staff will not receive compensatory time for attendance at conferences or workshops on days off.
Special consideration for payment of expenses will be given to staff members making presentations at professional conferences.

J) Insurances
The Alliance to End Homelessness in Suburban Cook County offers a health and life insurance package covering all full-time regular employees in an amount approved annually by the Board.

Employees regularly scheduled for a minimum of 32 hours per week have the option to enroll in The Alliance’s insurance plan. The Alliance shall pay the percentage of the agency contribution to the insurance premium that corresponds to the percentage of full-time employment.

Employees meeting the criteria for participation in The Alliance’s insurance program and choosing to participate become eligible for coverage on the first day of the month after 30 days of employment.

Insurance coverage will begin on the first of the month following receipt of the employee’s completed application for coverage for eligible employees.

All new eligible salaried employees will be given a written explanation of the insurance benefits.

The agency will carry insurance coverage for protection of all employees, which includes unemployment, malpractice, worker’s compensation, and general liability. The Alliance to End Homelessness in Suburban Cook County also participates in the federal Social Security system that provides disability, retirement and other benefits to employees. Policies and coverage information is available from the Executive Director.

Employees subject to reimbursement for Alliance-related automobile expenses must have private automobile insurance with minimal coverage amounts in the amount required by the State of Illinois for automobile owners. These employees must provide proof of insurance and keep it current.

VI) Conduct and Discipline

A) Confidentiality
Employees and volunteers of The Alliance to End Homelessness in Suburban Cook County possess or have access to confidential information about agencies, governmental entities, families and children and individuals. Such information may not be shared without written consent of the parties. Breach of confidentiality may result in termination.

B) Conflict of Interest
All personnel, paid and unpaid, are to refrain from a conflict of interest or the appearance of conflict of interest. Personnel are prohibited from using their relationship with the agency for personal or business gain as defined by direct or indirect financial interests in assets, leases, business or professional transactions, or professional services used by the agency.

C) Grievances
It is hoped that differences of opinion can be settled by informal discussion among staff members and the employee’s immediate supervisor. If this procedure does not serve to resolve the issue, the staff member has the right to file a grievance in writing. This written grievance must be filed within 14 days of the incident. The written grievance is to be filed with the employee’s supervisor’s superior with final staff review by the Executive Director. The supervisor must respond to the employee within one week and must document meetings and actions with copies to the staff in the chain of command ending with the Executive Director.

If the grievance is not resolved at any level along the chain of command, the supervisor or the employee may initiate the help of the next level up to and including the level of Board President. This is to be done within five working days of the meeting that failed to resolve the grievance. If the grievance continues unresolved after the involvement of the Executive Director, a final appeal of the grievance may be made to the Board of Directors. The Personnel committee of the Board will be responsible for reviewing any such grievance. Such an appeal is to be submitted to the Executive Director and the President of the Board within...
five working days of the Executive Director's response to the grievance. The Executive Committee will meet within two weeks of receipt of the grievance. The decision of the Executive Committee of the Board regarding the resolution of any grievance is final. The Executive Director is to inform the Executive Committee of all grievances and to provide an annual report of all grievances. The Executive Committee will review the pattern of grievances and report to the full Board.

Grievances against the Executive Director are to be filed directly with the Board President.

The Alliance to End Homelessness in Suburban Cook County’s grievance policy is designed to provide an open and expeditious forum for any employee to honestly express his or her concerns, complaints, or point of view regarding employment at The Alliance. Notwithstanding this policy, nothing contained herein shall prohibit, or be deemed a necessary first step to the discharge of an employee as set forth in the section entitled "EVALUATION."

D) Separation
Any employee who desires to terminate employment with the Alliance is required to submit notification in writing one month in advance. In any event, a departing employee is expected to participate in an exit interview.

PTO may not be used during the last two weeks of employment. No more than eight hours of compensatory time may be used during the last two weeks of employment without written authorization from the Executive Director.

PTO cannot be substituted for notice. Employees must work their last three days of employment, or they will not be paid for accumulated benefits.

Exit interviews will be conducted for each employee who separates from The Alliance to End Homelessness in Suburban Cook County’s employ. The interview should, if practicable, take place on the employee’s last day of work. The purpose of the exit interview is to provide the departing worker with details about any pay or benefit eligibility (or lack thereof) and to obtain the employee’s point of view, including his or her opinions about, and suggestions for improvement in specific policies or practices of The Alliance. The Executive Committee reserves the right to review the completed exit interview form.
VII) **Acknowledgement**

I have received a copy of this Personnel Policy.

Dated: ___________________________

Signed: ________________________
ALLIANCE TO END HOMELESSNESS
IN SUBURBAN COOK COUNTY

FINANCIAL STATEMENTS
DECEMBER 31, 2013 AND 2012
TOGETHER WITH AUDITOR'S REPORT
ALLIANCE TO END HOMELESSNESS
IN SUBURBAN COOK COUNTY

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Independent Auditor’s Report

To The Board of Directors of
Alliance to End Homelessness in Suburban Cook County

We have audited the accompanying financial statements of Alliance to End Homelessness in Suburban Cook County, which comprise the statements of financial position as of December 31, 2013 and 2012, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Alliance to End Homelessness In Suburban Cook County as of December 31, 2013 and 2012 and the changes in its net assets and its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Northbrook, IL
March 13, 2014
## ALLIANCE TO END HOMELESSNESS
IN SUBURBAN COOK COUNTY

## STATEMENTS OF FINANCIAL POSITION

DECEMBER 31, 2013 and 2012

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<td><strong>Total assets</strong></td>
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<th>LIABILITIES AND NET ASSETS</th>
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<td><strong>Current liabilities:</strong></td>
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<td>Total net assets</td>
<td>132,887</td>
<td>153,092</td>
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<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$202,009</td>
<td>$156,506</td>
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See independent auditor's report and notes to financial statements.
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<th>2013</th>
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<td>Total support and revenue</td>
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<td>Expenses</td>
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<td>$327,106</td>
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<tr>
<td>Homelessness Prevention and Rapid Rehousing</td>
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<td>Other</td>
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<tr>
<td>Net assets, end of year</td>
<td>$120,887</td>
<td>12,000</td>
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## Alliance to End Homelessness in Suburban Cook County
### Statement of Functional Expenses
#### Year Ended December 31, 2013

<table>
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<tr>
<th></th>
<th>Program Services</th>
<th>Support Services</th>
<th><strong>Total</strong></th>
<th><strong>Total Expenses</strong></th>
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<tr>
<td><strong>Total</strong></td>
<td>$327,106</td>
<td>125,138</td>
<td>452,244</td>
<td>520,252</td>
</tr>
</tbody>
</table>

See independent auditor's report and notes to financial statements.
ALLIANCE TO END HOMELESSNESS  
IN SUBURBAN COOK COUNTY  

STATEMENT OF FUNCTIONAL EXPENSES  
YEAR ENDED DECEMBER 31, 2012

<table>
<thead>
<tr>
<th></th>
<th>Program Services</th>
<th></th>
<th>Support Services</th>
<th></th>
<th></th>
<th></th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Data Collection</td>
<td>Other</td>
<td>Total</td>
<td>Management and General</td>
<td>Fund Raising</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$ 133,482</td>
<td>74,967</td>
<td>208,449</td>
<td>29,640</td>
<td>4,522</td>
<td>34,162</td>
<td>242,611</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>10,000</td>
<td>5,616</td>
<td>15,616</td>
<td>2,220</td>
<td>339</td>
<td>2,559</td>
<td>18,175</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>13,827</td>
<td>7,766</td>
<td>21,593</td>
<td>3,071</td>
<td>468</td>
<td>3,539</td>
<td>25,132</td>
</tr>
<tr>
<td>Re grants</td>
<td>283,504</td>
<td></td>
<td>283,504</td>
<td>283,504</td>
<td>283,504</td>
<td>283,504</td>
<td></td>
</tr>
<tr>
<td>Consultant fees</td>
<td>11,825</td>
<td>11,825</td>
<td>8,205</td>
<td>8,205</td>
<td>8,205</td>
<td>8,205</td>
<td>8,205</td>
</tr>
<tr>
<td>Professional fees</td>
<td>58,299</td>
<td></td>
<td>58,299</td>
<td>58,299</td>
<td>58,299</td>
<td>58,299</td>
<td></td>
</tr>
<tr>
<td>HMIS vendor fees</td>
<td>5,747</td>
<td>3,227</td>
<td>8,974</td>
<td>1,276</td>
<td>195</td>
<td>1,471</td>
<td>10,445</td>
</tr>
<tr>
<td>Rent</td>
<td>6,362</td>
<td>3,573</td>
<td>9,935</td>
<td>1,413</td>
<td>215</td>
<td>1,628</td>
<td>11,563</td>
</tr>
<tr>
<td>Utilities and office</td>
<td>771</td>
<td>433</td>
<td>1,204</td>
<td>171</td>
<td>26</td>
<td>197</td>
<td>1,401</td>
</tr>
<tr>
<td>Postage and shipping</td>
<td>520</td>
<td>2,663</td>
<td>3,183</td>
<td>3,183</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings and travel</td>
<td>9,524</td>
<td>7,787</td>
<td>17,311</td>
<td>17,311</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>4,373</td>
<td>2,456</td>
<td>6,829</td>
<td>971</td>
<td>148</td>
<td>1,119</td>
<td>7,948</td>
</tr>
<tr>
<td>Insurance</td>
<td>269</td>
<td>128</td>
<td>397</td>
<td>3,575</td>
<td></td>
<td>3,575</td>
<td></td>
</tr>
<tr>
<td>Equipment rental</td>
<td>1,786</td>
<td>1,005</td>
<td>2,789</td>
<td>397</td>
<td>60</td>
<td>457</td>
<td>3,246</td>
</tr>
<tr>
<td>Maintenance</td>
<td>59</td>
<td>27</td>
<td>86</td>
<td>537</td>
<td>3</td>
<td>540</td>
<td>626</td>
</tr>
<tr>
<td>Total</td>
<td>$ 256,844</td>
<td>283,504</td>
<td>109,646</td>
<td>649,994</td>
<td>52,383</td>
<td>5,976</td>
<td>58,359</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>708,353</td>
</tr>
</tbody>
</table>

See independent auditor's report and notes to financial statements.
### ALLIANCE TO END HOMELESSNESS
### IN SUBURBAN COOK COUNTY

### STATEMENTS OF CASH FLOWS
### YEARS ENDED DECEMBER 31, 2013 AND 2012

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$ (20,205)</td>
<td>$ 10,457</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash (used) provided by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,376</td>
<td>3,246</td>
</tr>
<tr>
<td>(Increase) decrease in contract billings receivable</td>
<td>(39,564)</td>
<td>283,181</td>
</tr>
<tr>
<td>(Increase) in prepaid expenses and other assets</td>
<td>(6,773)</td>
<td>(625)</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and accrued liabilities</td>
<td>12,093</td>
<td>(270,586)</td>
</tr>
<tr>
<td>Increase in accrued vacation</td>
<td>14,615</td>
<td></td>
</tr>
<tr>
<td>Net cash (used) provided by operating activities</td>
<td>(35,458)</td>
<td>25,673</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of fixed assets</td>
<td>(26,322)</td>
<td>(3,664)</td>
</tr>
<tr>
<td>Net cash used by investing activities</td>
<td>(26,322)</td>
<td>(3,664)</td>
</tr>
<tr>
<td>Cash flows from financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in line of credit</td>
<td>39,000</td>
<td>(42,000)</td>
</tr>
<tr>
<td>Net cash provided by financing activities</td>
<td>39,000</td>
<td>(42,000)</td>
</tr>
<tr>
<td>Net decrease in cash</td>
<td>(22,780)</td>
<td>(19,991)</td>
</tr>
<tr>
<td>Cash at beginning of year</td>
<td>53,466</td>
<td>73,457</td>
</tr>
<tr>
<td>Cash at end of year</td>
<td>$ 30,686</td>
<td>$ 53,466</td>
</tr>
</tbody>
</table>

**Supplemental information**

| Interest paid                                                  | $ 983   | $ 907   |

See independent auditor's report and notes to financial statements.
1. **Nature of Organization and Activities:**

   Alliance to End Homelessness in Suburban Cook County (the Alliance) is a non-profit organization that was created to oversee the Continuum of Care program established by the U.S. Department of Housing and Urban Development (HUD) for reviewing request for block grant money from HUD for Suburban Cook County, Illinois. The Organization received 78.0% and 86.2% of its revenues in the years ended December 31, 2013 and 2012, respectively, from grants. The remainder is from donations and miscellaneous income. The mission of the Alliance is to strive for the elimination of homelessness in Suburban Cook County through the coordination and maximization of available resources to assist homeless individuals and families. The Alliance serves as a convener for the collaborative, community-based endeavors of homeless service providers, affordable housing developers, local governments, foundations, and the private sector.

2. **Significant Accounting Policies:**

   **Basis of Accounting**

   The financial statements of the Alliance are maintained on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

   **Estimates**

   The process of preparing financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

   **Cash and Cash Equivalents**

   For purposes of the statements of cash flows the Alliance considers its checking and PayPal accounts to be cash and cash equivalents.

   **Accounts Receivable**

   Management has elected to record bad debts using the direct write-off method. Generally accepted accounting principles require that the allowance method be used to reflect bad debts. However, the effect of the use of the direct write-off method is not materially different from the results that would have been obtained had the allowance method been followed.
Fixed Assets

Fixed assets are carried at cost for current additions if purchased or fair value if contributed. Depreciation is computed on the straight-line method over 5 years for office equipment. Purchases over $1,000 are capitalized. Maintenance, repairs and minor renewals are expensed as incurred. When fixed assets are retired or otherwise disposed of, the costs and related accumulated depreciation are removed from the respective accounts and any gain or loss on disposition is credited or charged to operations.

Contributions

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions. Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statements of activities as net assets released from restrictions.

Income Taxes

The Alliance is exempt from income taxes under Section 501(c) (3) of the Internal Revenue Code. In addition, the Alliance qualifies for the charitable contribution deduction under Section 170(b) (1) (A) and has been classified as an organization other than a private foundation under IRC Section 509(a) (1). The tax exempt purpose of the Alliance and the nature in which it operates is described above. The Alliance continues to operate in compliance with its tax exempt purpose. Management does not believe its financial statements include uncertain tax positions. Tax returns filed during the past three years are subject to examination by taxing authorities. There are no examinations being currently conducted.

Functional Allocation of Expenses

In the statements of functional expenses, expenses are first charged to program, management and general, and fundraising on the basis of actual expense. Occupancy and payroll are then allocated based on time spent in those areas.

Net assets

All net assets of the Alliance are unrestricted and available for general operations of the Alliance.

3. **Donated services, materials, and facilities:**

Donations of services are recorded if they create or enhance non-financial assets or require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. During the years ended December 31, 2013 and 2012, the Alliance received a donation of legal services valued at $5,000 for each year, an immaterial amount; therefore, no financial adjustment was made.
In-kind donations of materials are recorded at their estimated fair value at the date of donation. Such donations are reported as unrestricted support unless the donor has restricted the donated asset to a specific purpose. Conditional transfers of assets are recognized when the conditions upon which they depend are substantially met. During the years ended December 31, 2013 and 2012, there were no such donations.

4. **Fixed assets:**

The costs of the Alliance's assets at December 31 are shown below:

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Equipment</td>
<td>$ 61,028</td>
<td>$ 34,706</td>
</tr>
<tr>
<td>Less Accumulated Depreciation</td>
<td>(32,625)</td>
<td>(28,249)</td>
</tr>
<tr>
<td>Net Book Value</td>
<td>$ 28,403</td>
<td>$ 6,457</td>
</tr>
</tbody>
</table>

Depreciation expense for the years ending December 31, 2013 and 2012 was $4,376 and $3,246, respectively.

5. **Line of credit:**

The Alliance has a $100,000 unsecured line of credit maturing August 31, 2014. $39,000 was borrowed against the line of credit at December 31, 2013. There were no borrowings against the line of credit at December 31, 2012.

6. **Compensated absences:**

The Alliance has a vesting vacation policy. The amount of existing vacation time remaining as of December 31, 2013 has been recorded in the amount of $14,615 and is included in accounts payable and accrued liabilities in the Statement of Financial Position and in employee benefits in the Statement of Functional Expenses. The accrual amounts in prior years were considered to be immaterial.

7. **Lease obligation and rent expense:**

The Alliance entered into an operating lease for office space at 4415 W. Harrison St, Hillside, Illinois which expires January 31, 2019. The estimated future minimum rental and lease obligations for the succeeding years are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$22,694</td>
</tr>
<tr>
<td>2015</td>
<td>24,387</td>
</tr>
<tr>
<td>2016</td>
<td>25,122</td>
</tr>
<tr>
<td>2017</td>
<td>25,872</td>
</tr>
<tr>
<td>2018</td>
<td>26,646</td>
</tr>
<tr>
<td>2019</td>
<td>2,270</td>
</tr>
</tbody>
</table>

Rent expense is recognized as paid as the difference between the straight-line recognition of the total rent obligation and the rent paid is immaterial. Rent expense for the years ended December 31, 2013 and 2012 was $12,004 and $10,445 respectively.
8. **Continuum of Care Competition:**

   For fiscal 2013 and 2012, the Alliance successfully negotiated $9,589,819 and $9,718,283 respectively of Homeless Assistance Awards on behalf of its member agencies.

9. **Grant income and regrants:**

   In 2012, the Alliance was party to a $1,503,515 grant from Cook County of Illinois for its Homelessness Prevention and Rapid Rehousing Program. The award includes $523,975 for housing relocation and stabilization services, $49,902 for administrative costs, $723,585 for financial assistance, and $206,052 for data collection. The four categories, not including data collection, are allocated to three agencies: South Suburban PADS, Connections for the Homeless, and Journeys from PADS to HOPE. The data collection is allocated to the Alliance to End Homelessness in Suburban Cook County to administer the HMIS data collection system. All data collection expenses are classified in HMIS program expenses. The grant agreement extended through September 30, 2012. Grant allocations were as follows:

<table>
<thead>
<tr>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connections for the Homeless</td>
</tr>
<tr>
<td>South Suburban PADS</td>
</tr>
<tr>
<td>Journeys from PADS to HOPE</td>
</tr>
<tr>
<td><strong>$283,504</strong></td>
</tr>
</tbody>
</table>

10. **Temporarily restricted net assets:**

   Temporarily restricted net assets at December 31, 2013 consist of a $12,000 grant received from the Community Memorial Foundation for calendar year 2014.

11. **Subsequent events:**

   The Alliance has evaluated subsequent events for potential recognition and/or disclosure through March 18, 2014, the date the financial statements were available to be issued.
Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. During your advance ruling period, you will be treated as a public charity. Your advance ruling period begins with the effective date of your exemption and ends with advance ruling ending date shown in the heading of the letter.

Shortly before the end of your advance ruling period, we will send you Form 8734, Support Schedule for Advance Ruling Period. You will have 90 days after the end of your advance ruling period to return the completed form. We will then notify you, in writing, about your public charity status.

Please see enclosed Information for Exempt Organizations Under Section 501(c)(3) for some helpful information about your responsibilities as an exempt organization.

Letter 1045 (DO/CG)
ALLIANCE TO END HOMELESSNESS IN

We have sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,

Lois G. Lerner
Director, Exempt Organizations
Rulings and Agreements

Enclosures: Information for Organizations Exempt Under Section 501(c)(3)
Our records indicate that you were issued an advance ruling letter that treated you as a public charity, rather than a private foundation, during an advance ruling period that ends on the date indicated above. That letter required you to file IRS Form 8734 at the end of your advance ruling period to establish that you qualify as a public charity.

New IRS regulations changed the procedures governing your public charity status. You are no longer required to file Form 8734 at the end of the ruling period. The regulations also provide that donors can rely on your advance ruling letter with respect to your public charity status unless the IRS changes that status, based on the organization no longer meeting an applicable public support test, and publishes notice of the change.

If you have received Form 8734 from the IRS, please do not file it. Please keep your advance ruling letter along with this letter for your permanent records.

The regulations also changed the rules for computing public support, consistent with the redesigned Form 990, Return of Organization Exempt from Income Tax. For more information regarding those rules and the redesigned Form 990, please see the IRS website at www.irs.gov/eo.
Board of Directors
August 2014 – July 2015

Lynda Schueler, (Chair)
Executive Director, West Suburban PADS

Jeffrey A. Rabin, (Vice Chair)
Attorney at Law, Rabin, Kadiner & Brown

Khin Nickle, (Past Chair)
Community Representative

Patrick Rodgers, (Secretary)
Community Representative

Warren Wood, (Treasurer)
Vice President, Aunt Martha’s Youth Service Center

Markita Alexander
Sanctuary Clinical Manager, So Suburban Family Shelter

Shilpa Bashkatte
Manager, Community Investment – Safety Net, United Way of Metropolitan Chicago

Hugh Brady
Board President, NAMI Illinois

Laura Carroll (Non-Voting)
Planner, Cook County Dept. of Planning & Development

Dennis Condon
Community Representative

Don Donahue
HUD VASH Clinical Manager, Edward Hines Jr. VA Hospital

Bryan Dunlap
CEO, Community Service Partners

Sarah Flax
Housing & Grants Administrator, City of Evanston

Sal Flores
Executive Director, La Casa Norte

Roland Fauche
Chicago Area Coordinator, Connections

Kellie Gage
Program Manager, IDHS-DASA

Marvin E. Garss
President, West Suburban Landlords Association

Jena Hencin
Director of Development, Journeys | The Road Home

Debra Howard-Frey
Associate Director, Thresholds

Sonia Ivanov
Program Services Coordinator, Northwest Compass, Inc.

Brian McManaman
Community Representative

Millicent Niamoah
Associate Vice President, Catholic Charities of the Archdiocese of Chicago

Patrick Rodgers
Community Representative

Tina Rounds
Executive Director, BEDS Plus, Inc.

Susan M. Shimon
Executive Director, New Foundation Center

Veronica Sims
Community Representative

Monica Silvan
Director of Public Housing Wait List and Lease-Up, Housing Authority of Cook County

Angelia Smith
Executive Director, Ford Heights Community Service Organization

Alexis Strong
Community Representative

Pamela Ward
Statewide Housing Coordinator, IL Department of Corrections

Charles (Chuck) Warner
Executive Director, Faith Community Homes

Sue Wiemer
COO, Turnstone Development

Monique Williams
Case Manager, Ford Heights Community Service Organization

Carl Wolf
Executive Director, Respond Now

4415 HARRISON STREET, SUITE 228 • HILLSIDE, IL 60162
telephone 708.236.3261 • fax 708.236.3199 • web www.suburbancook.org
Memorandum

To: Human Services Committee

From: Mark Muenzer, Director of Community Development
Sarah Flax, Housing and Grants Administrator
Mary Ellen Poole, Housing Planner

Subject: Handyman Program

Date: April 27, 2015

Recommended Action
The Housing and Homelessness Commission and staff recommend approval of a grant not to exceed $25,000 from the City’s Affordable Housing Fund for the 2015 Handyman Program. The Handyman Program makes small but important repairs to housing occupied by low- and moderate-income seniors that enable them to live safely in their homes. It has been CDBG-funded for over 20 years, but regulatory changes, including making all housing repair/rehab subject to the environmental review process and disqualification of very small scale repairs as eligible expenses in the Housing category, make it infeasible to continue to fund this small but important program with CDBG.

Funding Source:
The funding source is the City’s Affordable Housing Fund, 250.21.5465.62490. The Affordable Housing Fund has an approximate cash balance of $800,000.

Discussion
The City of Evanston, Parks, Recreation and Community Services Department coordinates a minor home repair and maintenance assistance program for homeowners and renters age 65 and older with incomes ≤ 80% of the area median income in Evanston. Staff coordinates intake and eligibility determinations for the program and contracts for the actual handyman services. Normally, the program pays for materials and supplies because residents have not been able to contribute to the purchasing of supplies and materials. The program serves homeowners and renters throughout Evanston, with the majority residing in the City’s lower income neighborhoods.

The Handyman Program provides needed support to seniors, primarily women, who live independently, by completing small home repair and maintenance tasks that do not require a licensed tradesperson to address code violations and safety issues. Work
includes repairing doors and window screens, repairing and cleaning gutters and downspouts, installing handrails and smoke detectors, replacing locks and installing devices to increase home security, installing weather stripping and other weatherization materials, replacing faucet washers, installing bathroom grab bars and hand-held shower heads, and installing safety strips on stairs and in bathtubs.

Eligible Evanston residents contact the City's Senior Services office at the Levy Senior Center directly or are referred by community organizations that serve older adults. Once approved, the referral form is completed and e-mailed to the contracted business providing Handyman services. The current Handyman is Sam Goss, an Evanston-based contractor who was selected through a competitive procurement process in 2013.

Information about the program is distributed to the community through articles posted on the City website, the “Recreation and Activities Guide,” City newsletter; public service announcements on the Evanston Community Media station; mailings to social service organizations, senior groups and faith communities; distribution through health fairs and other community events, and placement of brochures at the Levy Senior Center, Fleetwood-Jourdain Center and other city buildings.

The Handyman Program expended $10,536.79 to assist 49 senior households in 2014:
- 20 with incomes ≤ 30% AMI
- 15 with incomes from 31-50% AMI
- 14 with incomes from 51-80% AMI
- 39 were female-headed households

The 2013 Handyman Program was reviewed by HUD during its monitoring of the City’s CDBG program in January 2015 and strongly recommends that the program be funded from non-federal sources or moved from the Housing to the Public Services category within CDBG. Spending on Public Services is capped at 15% of the City’s annual CDBG grant and 2015 funds totaling $249,498 have been allocated to 15 programs or activities.

Legislative History
The Housing and Homelessness Commission voted unanimously to recommend approval of a grant not to exceed $25,000 from the Affordable Housing Fund for the 2015 Handyman Program at its meeting on April 24, 2015 in order to continue to provide this important program for low income seniors.
Memorandum

To: Members of the Human Services Committee
From: Richard Eddington, Chief of Police
Subject: Human Services Committee Report
Date: 28 April 2015

Attached are the summaries of complaint reviews since our last meeting. All of the complaints have been reviewed by the Citizen Advisory Board and the Citizen Police Advisory Committee. Their findings are listed at the conclusion of each report. Additionally, there are 9 positive letters and comments received complimenting the department's interactions with the community.

CR 14-10
DI 15-02
DI 15-03

Richard Eddington
Chief of Police
# PENDING COMPLAINT REGISTERS and DEPARTMENTAL INQUIRIES

*(EFFECTIVE 04-28-15)*

<table>
<thead>
<tr>
<th>Number</th>
<th>DATE INITIATED</th>
<th>CHARGE</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CR 14-09</td>
<td>11-07-14</td>
<td>Harassment; Unprofessional Conduct</td>
<td>Divisional Review</td>
</tr>
<tr>
<td>CR 15-01</td>
<td>04-15-15</td>
<td>Unprofessional Conduct</td>
<td>Investigation Pending</td>
</tr>
<tr>
<td>DI 15-04</td>
<td>01-11-15</td>
<td>Disrespectful Behavior</td>
<td>Investigation Pending</td>
</tr>
<tr>
<td>DI 15-05</td>
<td>03-28-15</td>
<td>Disrespectful Behavior</td>
<td>Divisional Review</td>
</tr>
</tbody>
</table>
### COMPLETED COMPLAINT REGISTERS and DEPARTMENTAL INQUIRIES

<table>
<thead>
<tr>
<th>Case Number</th>
<th>Charge</th>
<th>Date Initiated</th>
<th>Date Completed</th>
<th>Disposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>CR 14-10</td>
<td>Disrespectful Behavior</td>
<td>10-30-14</td>
<td>02-27-15</td>
<td>Not Sustained; Rule Violation, Sustained</td>
</tr>
<tr>
<td>DI 14-12</td>
<td>Disrespectful Behavior</td>
<td>04-28-14</td>
<td>07-14-14</td>
<td>Unfounded</td>
</tr>
<tr>
<td>DI 14-22</td>
<td>Disrespectful Behavior</td>
<td>11-18-14</td>
<td>12-19-14</td>
<td>Unfounded</td>
</tr>
<tr>
<td>DI 14-23</td>
<td>Harassment</td>
<td>11-18-14</td>
<td>11-25-14</td>
<td>Exonerated</td>
</tr>
<tr>
<td>DI 14-24</td>
<td>Disrespectful Behavior</td>
<td>12-02-14</td>
<td>01-16-15</td>
<td>Exonerated</td>
</tr>
<tr>
<td>DI 14-25</td>
<td>Disrespectful Behavior</td>
<td>12-04-14</td>
<td>01-22-15</td>
<td>Unfounded</td>
</tr>
<tr>
<td>DI 14-26</td>
<td>Disrespectful Behavior</td>
<td>12-01-14</td>
<td>02-05-15</td>
<td>Unfounded</td>
</tr>
<tr>
<td>DI 14-27</td>
<td>Disrespectful Behavior</td>
<td>12-02-14</td>
<td>12-23-14</td>
<td>Unfounded</td>
</tr>
<tr>
<td>DI 14-28</td>
<td>Disrespectful Behavior</td>
<td>12-30-14</td>
<td>02-02-15</td>
<td>Exonerated</td>
</tr>
<tr>
<td>DI 15-01</td>
<td>Disrespectful Behavior</td>
<td>02-05-15</td>
<td>02-08-15</td>
<td>Exonerated</td>
</tr>
<tr>
<td>DI 15-02</td>
<td>Disrespectful Behavior</td>
<td>02-16-15</td>
<td>03-16-15</td>
<td>Not Sustained</td>
</tr>
<tr>
<td>DI 15-03</td>
<td>Disrespectful Behavior</td>
<td>02-20-15</td>
<td>03-10-15</td>
<td>Not Sustained</td>
</tr>
</tbody>
</table>
DISPOSITIONS

Unfounded - Allegations false; no credible evidence to support them

Withdrawn - Complainant withdrew complaint

Unresolved - Complainant failed to cooperate in the investigation

Not Sustained - Insufficient evidence to prove or disprove the allegations

Exonerated - Incident occurred, but was lawful or proper

Policy Failure - Allegation true, but the officer acted in conformance with policy resulting in harm to the complainant

Not City Related - Outside the jurisdiction of the City

Sustained - Allegations supported by sufficient evidence to justify a reasonable conclusion of guilt

SOL - The complainant failed to cooperate further
Evanston Police Department  
Office of Professional Standards  
Citizen Complaint Review  
March 2015

CR #14-10  
Initiated 11/12/14  
Completed 2/27/15

Allegation: The Complainant stated that on October 17 (8:39 a.m.), at the intersection of Custer/Oakton, the Accused Officer shouted at him from his vehicle, “What the heck are you doing? That’s a stop sign back there.” To which the Complainant responded, “F*** you, you asshole.” At that the Accused Officer “bounded” out of his vehicle mid-intersection and—without identifying himself as a police officer—demanded to see the Complainant’s driver’s license and insurance card. Throughout their encounter the officer was discourteous, intimidating and unprofessional, alleged the Complainant, stating the officer did not provide the Complainant a reasonable amount of time to locate his insurance card, but instead required him to go to the police station for a TVB (traffic violator bond). Also, the officer wrote “admitted fault” on the citation he issued the Complainant for disobeying the stop sign. The Complainant adamantly denies admitting fault.

If the above allegations are true, the Accused Officer will have violated departmental rules 1, 2 and 18.

The Incident, per the Police Report  
(authored by the Accused Officer)

On October 17 (8:39 a.m.), states the report, the Accused Officer was driving northbound on Custer. At Oakton he came to a complete stop to allow right of way to vehicles previously stopped at the intersection’s four stop signs. Subsequently, as he proceeded in turn through the intersection, an eastbound grey Honda neglected to stop for its relevant stop sign. The driver (the Complainant) applied his brakes, thereby narrowly avoiding striking the driver’s side of the police vehicle. The Accused Officer advised the Complainant of the stop sign, whereupon the Complainant yelled at him, “F*** you, you asshole!” The officer then exited his unmarked squad car, identified himself as a police officer, and asked for the Complainant’s license and insurance card. The Complainant asked for the officer’s badge number (which was provided) before producing a valid driver’s license and an expired insurance card. When the Accused Officer advised him the insurance card was expired the Complainant again asked for the officer’s badge number. Again the officer complied. Ultimately they adjourned to the police station, where the Accused Officer cited the Complainant for the traffic violation, but not for the lack of valid insurance, inasmuch as, at the station, the Complainant produced a current insurance card.

Interviews, OPS Sergeant

The Complainant attributed “road rage” to the Accused Officer, referring to it as the “crux” of his complaint against him. The Complainant told the OPS Sergeant he was driving eastbound on Oakton on October 17 (8:39 a.m.) Arrived at Custer, said the Complainant, he stopped at the stop sign before proceeding eastbound through the intersection. Suddenly his passenger (his wife, the Witness) said, “There’s a car coming from the right.” So he braked. The car from the right stopped in the middle of the intersection and the driver yelled, “What the heck are you doing? That’s a stop sign back there.” and started to move on. The Complainant replied, “What an asshole.” At that the driver stopped and “bounded” out of the car. The Complainant said he at first thought the driver was going to attack him. Then he saw the officer’s badge suspended from a lariat around his neck and realized he was a police officer. At the officer’s request the Complainant provided his driver’s license and an insurance card.
(expired). The officer noted the expiration, said the Complainant, who then remembered the current card was in the vehicle's glove-box. He asked his wife to retrieve it. She attempted to comply, but before she could locate the card the officer, impatient, directed them to meet him at the police station. They complied. The OPS Sergeant asked the Complainant whether he ever admitted fault regarding the stop sign. The Complainant said he did not.

The Witness told the OPS Sergeant that, from his unmarked squad, the plainclothes Accused Officer yelled at her husband, "It's a stop sign!" From the driver's seat of their vehicle her husband yelled in response, "I see it, asshole!" or "I saw it, asshole!" His response caused the Accused Officer to stop his car and jump out. This action frightened the Witness into reaching for her phone to dial 9-1-1, she said, while simultaneously telling the Complainant to "hit reverse, go in reverse." Then both saw the police badge suspended from a lariat around the officer's neck. The Accused Officer came to their car and asked the Complainant for license and proof of insurance, which the latter provided. The Complainant in turn asked for the officer's badge number, which he provided. Meanwhile it developed that the Complainant had given the officer an expired insurance card. The current card was in the vehicle's glove-box. The Witness rummaged about, trying to find it. The officer grew impatient. He said, "Meet me at the police station." On the way to the station the Witness found the current proof of insurance. Thus, at the station the Accused Officer cited the Complainant only for "disobeying a stop sign."

The Accused Officer told OPS that on October 17 (8:39 a.m.) he and his partner (the Witness Officer) were responding to an alarm call in an unmarked squad. Both officers were attired in plain clothes. The Accused Officer, the driver, said he stopped at Custer and Asbury, a four-way stop. The car in front of his proceeded through the intersection. Then a car to his left proceeded through. Then it was the officers' turn. As he proceeded, the Complainant's vehicle [now the car to the left] jumped the stop sign and almost broadsided him in the intersection. The Accused Officer said he was the only officer to have contact with the Complainant. His partner directed traffic around the two vehicles, which were parked mid-intersection, the police vehicle facing northbound and the Complainant's vehicle facing eastbound. The Accused Officer said he walked up to the Complainant's vehicle and identified himself as a police officer. The Complainant asked for his badge number. The officer complied. Ultimately, all parties adjourned to the police station, due to the fact that the Complainant initially couldn't find his current insurance card and therefore appeared to require a TVB (traffic violator bond). At the station the Accused Officer issued a single citation (the Complainant having produced his current insurance card), on which he wrote "admitted fault," based upon the Complainant's having told the officer, "I didn't see the stop sign." The Complainant subsequently appeared in court. He was fined $100 plus miscellaneous court costs/fees, for a total of $259.

The Witness Officer told OPS that, after the Accused Officer left their vehicle to engage the Complainant mid-intersection, he remained in the police vehicle to notify Dispatch of the stop. Subsequently said the officer, he directed traffic around the two parked vehicles. Thus, he said, he had no contact whatsoever with the Complainant and/or his passenger, nor did he hear any conversation between them and the Accused Officer. However, he noted as to the Accused Officer's identifying himself as a police officer, both officers' badges were on clear display and the Complainant did not resist giving the Accused Officer his license. The Witness Officer said he saw the Complainant disobey the stop sign. Also, asked whether the Complainant's vehicle almost collided with the police vehicle, the Witness Officer stated that it did.
Findings, Patrol Sergeant

Assigned to review the investigation, the Sergeant said she familiarized herself with the citation, all relevant reports, interview transcripts and radio traffic, as well as one minute of video captured on the Witness’ cell-phone. Based upon her review the Sergeant found the Accused Officer did not use offensive language toward the Complainant, whereas the Complainant admitted to saying, “what an asshole” to the officer. Further, as evidenced by the Witness’ minute of video, the Accused Officer readily provided his badge number when the Complainant asked for it, and [contrary to the Witness' telling OPS she and her husband did not know the location of the police station and had to ask for directions along the way] also provided clear directions to the police station when he directed the Complainant to meet him there. The Witness' video also showed the vehicles parked in the intersection, with the front of the Complainant’s vehicle in close proximity to the driver’s-side door of the police vehicle.

The police report states the Complainant said, “I didn’t see the stop sign.” However, the Complainant adamantly denies saying that. There is no objective evidence to support either position.

Review of relevant radio traffic revealed the Accused Officer’s partner radioed the location of the stop and indicated it was implemented because the vehicle went through a stop sign and “almost t-boned” [broad-sided] the police vehicle. As to the fact that the stop was conducted mid-intersection, the Sergeant noted, “…as recounted by all parties involved … [the traffic stop] did not last more than a couple of minutes and was therefore concluded … [in less time than] repositioning of the vehicles could safely … [have been] implemented.”

Recommendation, Patrol Sergeant

Based upon her findings the Sergeant recommended (2/15) to her immediate supervisor, a Patrol Commander, that no further action be taken and that the matter be closed with a disposition of not sustained, evidence being insufficient to prove/disprove the allegations. The Patrol Commander concurred with the Sergeant's recommendation, and so advised (2/26) his immediate supervisor, the Deputy Chief of Field Operations. The Deputy Chief similarly concurred. She recommended (2/27) to the Chief of Police that the matter be closed with a disposition of not sustained. The Chief of Police approved (2/27) the recommended disposition.

Disposition: Not sustained

Officer received an oral reprimand for violation of GO 14.23, Failure to Activate Video/Audio Recording

Kmt

EPAC: All members agree with disposition
CPAC: All members agree with disposition
EVANSTON POLICE DEPARTMENT
Office of Professional Standards
Departmental Inquiry
March 2015

DI #15-02 Initiated 2/16/15 Completed 3/16/15

Allegation: On February 16 the Complainant phoned the department’s Office of Professional Standards (OPS) to report that three days earlier (2/13), without cause, the two Accused Officers detained her in a traffic stop at Howard and Ridge. The Complainant alleges specifically that (1) Accused Officer One stated he pulled her over because her male passenger was “caught with a gun awhile back,” a statement the Complainant finds “rude, disrespectful, and accusatory”; (2) Accused Officer One was unnecessarily aggressive throughout the stop, thereby intimidating her and her passenger; (3) Accused Officer Two said he could write her five tickets if he wanted, a comment she found uncalled for; (4) the officers accused her of two moving violations, one of which (not activating her turn signal) she denies; (5) the officers unjustifiably searched her and her passenger’s persons, and her vehicle.

If the above allegations are true, the officers will have violated departmental rules 1, 2, and 18.

Note: There is video footage from the Accused Officers’ vehicle, as well as from the back-up vehicle. However, the microphone in the Accused Officers’ vehicle functioned through only half the stop. The microphone in the back-up vehicle functioned throughout the stop.

The Incident, as Reported in the Police Report (authored by Accused Officer One)

On February 13 (7:30 p.m.), while on routine patrol in the Asbury/Howard area, the Accused Officers observed a grey Dodge fail to signal its turn from southbound Asbury to eastbound Howard. In the 1100 block of Howard that same vehicle crossed the double yellow line (into the westbound lane) while it maneuvered around a vehicle attempting to parallel park. The Accused Officer initiated a traffic stop and apprised the driver (the Complainant) of the reasons for the stop. The Complainant said she was driving on a ticket, her license being expired (for less than six months). An odor of cannabis emanated from the vehicle. The officers requested a female back-up officer to assist with a probable cause search of the driver. Search of the driver and her passenger produced nothing. Search of the vehicle produced minute amounts of apparent cannabis (not enough for collection or charges.) The Complainant was issued warnings for the two moving violations and the expired driver’s license.

Investigation/Findings, Patrol Sergeant

Assigned to investigate this matter, the Patrol Sergeant directed the two Accused Officers to submit individual memoranda detailing the incident. Both complied.
Accused Officer One’s memorandum closely paralleled the police report he authored regarding the incident. Additionally, it stated the Complainant did not deny having failed to utilize her turn signal and admitted to crossing over the double yellow lines because “the car in front of her cut off.” Accused Officer One denied telling the Complainant the officers stopped her because her passenger was caught with a gun in a previous incident and concluded his memorandum by stating,

“I explained the reason for the vehicular and occupant search to both parties on multiple occasions throughout the stop. Before releasing the vehicle, I recapped the moving violations for the initial traffic stop, the fact ... [the Complainant’s] license was expired less than 6 months, and the probable cause for the search....[The Complainant] was polite throughout, never disputed any of my statements, and seemed satisfied with all of my explanations. We went 10-41 with the microphone at 1555 hours earlier in the day.”

Describing the stop, Accused Officer Two said he and his partner activated the emergency lights on their marked patrol vehicle and curbed the Complainant’s vehicle at 101 Ridge. Accused Officer One activated the in-car microphone, made contact with the driver, advised her she was stopped for two traffic violations, and asked for her driver’s license and proof of insurance. Meanwhile, said Accused Officer Two, he asked the passenger for ID. It was provided. The officers both detected the odor of cannabis emanating from the Complainant’s vehicle, so Accused Officer One requested a female officer respond to search the Complainant. After the back-up unit arrived, said Accused Officer Two, he searched the Complainant’s passenger, the Complainant’s purse, and the motor vehicle. He then advised the Complainant that, due to her cooperation, the officers would not be issuing any citations. She seemed pleased with this outcome of the stop. Accused Officer Two concluded his memorandum by noting that at the start of his tour of duty he synced the in-car microphone to ensure it was operating properly.

The Patrol Sergeant searched the L3 Digital Evidence Pro 2006 system, he stated, and located a video dated 2/13/15 (1555 hours) for vehicle #67. It revealed the Accused Officers followed proper 10-41 procedure while identifying themselves on the video and audio at the start of their shift. The system appeared to be functioning normally.

The Sergeant also reviewed video of the traffic stop. No audio accompanies the officers’ initial contact with the Complainant. Total silence suggests the microphone was off, rather than experiencing a technical problem. Following initial contact the officers briefly adjourned to their vehicle. Audio accompanies the video after the officers emerge to conduct personal and vehicular searches, issue a warning and conclude the stop. At one point the passenger is heard to accuse Accused Officer One of being hostile. However, stated the Patrol Sergeant, the officer’s conversation does not rise to the level of a rule violation. The Complainant was compliant throughout the encounter.
The Sergeant also reviewed video and audio recording from the back-up unit's vehicle. It proved irrelevant because the traffic stop was not in view due to positioning of the vehicles.

Finally, the Sergeant provided shift-level counseling to the Accused Officers regarding use of the mobile digital video recording system. He noted the counseling session in each officer's shift file/key incident log, neither of which contains mention of similar prior infractions.

**Recommendation, Patrol Sergeant**

As a preamble to his recommendation, the Sergeant summarized his findings, to-wit: (1) There is no audio recording available for the initial portion of the traffic stop; (2) the video that is accompanied by audio supports the officers' denial of wrong-doing; (3) the Complainant never asked that a supervisor respond to the scene and, indeed, appeared satisfied with the outcome of the stop.

Based upon his findings, the Sergeant recommended (3/3) to his immediate supervisor, a Patrol Commander, that the matter be closed with a disposition of not sustained, due to there being insufficient evidence to prove/disprove the allegations.

**Recommendation, Patrol Commander**

The Commander concurred with the Sergeant's recommendation regarding alleged violation of rule 18, but differed as to rules 1 and 2. He recommended (3/07) to his immediate supervisor, the Deputy Chief of Field Operations, that only the alleged violation of rule 18 receive a disposition of not sustained. As to the alleged violations of rules 1 and 2, the Commander recommended a disposition of sustained, based on General Order 14.23, section VII, subsection A. The Commander recommended that the Accused Officers receive oral reprimands for infraction of rules 1 and 2. The Deputy Chief of Field Operations concurred with the Commander's recommendations and submitted (3/09) them to the Chief of Police, who approved them (3/12).

**Disposition - Rules 1 and 2: Sustained, oral reprimand of both officers**

**Rule 18: Not sustained**

kmt

CPAC: 4 members agree with disposition; 1 member with a disposition of Unfounded
EPAC: All members agree with disposition
Evanston Police Department
Office of Professional Standards
Departmental Inquiry
March 2015

DI #15-03 Initiated 2/12/15 Completed 3/10/15

Allegation: On February 11, via e-mail, the Complainant advised the Mayor and the City Manager that the Accused Officer violated her Constitutional rights, as well as rights afforded her by the Americans with Disabilities Act, when he responded (2/09) to the downtown library to eject her as an "unwelcome visitor."

Note: The Complainant is unwilling to complete a Complaint Register form and/or come to the police department to make a tape-recorded statement. Nevertheless, she wants the incident investigated.

The Incident per the Police Report
[authored by the Accused Officer]

On February 9 (2:00 p.m.) the Accused Officer was dispatched to the downtown library in response to a report of a woman's refusing to leave a section reserved for small children and their parents. The officer made contact with the woman, who admitted library staff had asked her to relocate to another area. She said she refused to comply because, as a taxpayer, she can sit anywhere she wants in a public building. The officer asked for the woman's name and identification, but she refused to provide either. In turn she asked for the officer's badge number. He provided it and his name. The woman then left the library.

The Incident, per the Complainant
[as detailed in her e-mail to the Mayor and the City Manager]

The Complainant said she was sitting in the back corner of the children's section, reading choir music, when a librarian asked that she relocate to the 2d or 3d floor. The Complainant did not comply. Soon a security guard approached and asked her to leave the area. There were only a couple of children in the section, and they were not near her, said the Complainant. She promised to leave if anyone came into proximity. However, she had just had physical therapy and was sore, she said, so she preferred to stay where she was. The guard "persisted," she said, so she told him to call the police if he had to. A few minutes later she got up to leave. On her way out [attired in coat, hat, scarf and gloves] she saw the Accused Officer speaking with the librarian and the security guard. Apparently they identified her, said the Complainant, as the officer asked that she step over and speak with him. She detailed the situation, stating that she has the right to be wherever she wants in a public space. The officer said, "No, you don't." The Complainant continued on her way. The officer and security guard stopped her in the lobby and, without probable cause, prevented her from exiting the library. Without Mirandizing her, said the Complainant, the Accused Officer asked, "Where are you going. I was talking to you!" He then asked to see her ID. She said she had done nothing wrong and did not have to provide it. Instead of pursuing the matter, said the Complainant, the Accused Officer escorted her outside, meanwhile asking, "Do you work?" She replied, "I'm disabled." He responded, "It must be nice to get a check from the government and sit at home and do nothing." She assured him it's not "nice;" she said, it's "a struggle to pay the bills." She asked for his badge number. His reply was to hold up his index finger and say, "one." She then asked to see his badge. He
said Evanston police do not carry badges, pointed to the insignia on his shirt, and said, "This is my badge."

Memorandum, Accused Officer

Directed by his immediate supervisor to submit a memorandum detailing the incident, the Accused Officer complied. The memorandum closely paralleled the police report regarding the incident. The only new information had to do with the Complainant’s request to see his badge. The Accused Officer stated, "I responded ‘number one sixty six’ and pointed to my embroidered star. The still unidentified young lady then walked past me toward the exit doors. I followed behind her as she left the building. That concluded our interaction."

Findings/Recommendation, Patrol Sergeant

Assigned to review the matter, the Sergeant found the Accused Officer did not violate any state or local laws and had probable cause to detain/identify the Complainant, given she was violating a library policy and refused to leave. Further, the Complainant had told the library staff to call the police.

As to the Complainant’s allegation that the Accused Officer spoke inappropriately to her vis-à-vis her disability, the Sergeant noted that the purported conversation (which the Accused Officer denies) occurred outside the library, in the absence of independent witnesses. Thus, no objective evidence is available to support/refute the allegation. The Sergeant recommended (3/09) to his immediate supervisor, a Patrol Commander, that this matter be closed with a disposition of not sustained.

Recommendation, Patrol Commander

The Accused Officer did not violate the Complainant’s rights by temporarily detaining her for investigative purposes, noted the Commander, nor was he inappropriate in asking her for ID. Identification is basic to an investigation, often for reasons unrelated to criminal activity. In the present matter, a hypothetical non-criminal reason might be the library’s need it to follow up, e.g., should it choose to advise the Complainant that, due to the February 9 incident, she is banned from the library. He recommended (3/10) to the Deputy Chief of Field Operations, that this matter be logged as a departmental inquiry and closed with a disposition of not sustained, given that evidence presented in support of the allegations is insufficient to prove/disprove them. The Deputy Chief concurred and recommended (3/10) a disposition of not sustained to the Chief of Police, who approved (3/10) the recommended disposition.

Disposition: Not sustained

kmt

CPAC: All members agree with disposition
EPAC: All members agree with disposition
DATE: 10-30-2014

My name is ______________. My home address is ______________. My home phone number is ______________.

I have been notified that under Public Act 93-0502, revised January 2004, of the State of Illinois, Section 5(b), anyone filing a complaint against a sworn peace officer must have the complaint supported by a sworn affidavit.

1. Date of Incident: 10-17-2014. Approximate time of incident: 8:35 AM

2. Location of Incident: OAKTON AND CUSTER

3. Please provide the names, badge numbers, police vehicle number or license plate, and/or a physical description of the officers against whom you wish to file a complaint:

4. Are there any witnesses you wish to be contacted during this investigation? YES NO

Please provide the names, addresses and phone numbers of any witnesses:

5. Please provide a full detailed account of your complaint and the nature of the incident (you may use the next page to continue your narrative or attach any additional documentation that you wish to provide):

We were travelling on East on OAKTON and stopped at the Intersection of Oakton and CUSTER. We started to proceed thru the intersection again.

Immediately stopped because a car was travelling thru the intersection North on Custer. The car
COMPLAINT NARRATIVE CONTINUED:

travelling north on customer stopped in the middle of the intersection and the driver rolled down his window and screamed, "What the heck are you doing?! That is a stop sign, back up!" The driver of the car travelling north on customer's side was moving slowly. Again the customer immediately stopped when he viewed what an asshole the driver of the car traveling north came bounding out of his car and we were scared for our well being. As the driver came toward our car, I realized he was a police officer, but the badge was hanging from his neck. When the police officer got to my driver side window I asked him to slow down, he was out of control. The police officer asked me for my driver license and insurance card. I asked him for his badge number. My wife was frantically looking for our insurance card in the glove compartment. The police officer became impatient and then told us to meet him at the Evanston Police station. We were issued a ticket and when I got back to our car I noticed the police officer wrote out the ticket. I admited fault. That is not a true statement.

Please be aware that if you allege injuries as a result of this incident, we will need copies of your medical records regarding any examination or treatment. Per Federal privacy laws on the release of medical records, you will need to obtain copies of those records and supply them to the Evanston Police Department to make part of this investigation.

I have read this statement that I have voluntarily made, consisting of 2 pages and I attest that the facts and allegations contained within are true and correct to the best of my knowledge.

10/30/2014

Date

Sometimes people make false statements against police officers. You should be aware that this can be a violation of the Illinois Compiled Statutes, if with the intent to deceive and with the knowledge of the statement’s meaning, a person makes a false statement under oath and the statement is required or authorized by law to be made under oath.
LETTERS

&

INFORMATION
Friday, April 3, 2015

Heidi Bernhardt

CPA Ride Along

Officer Bernhardt couldn't have been more pleasant and informative - she totally patient with my questions about the usual routine of her schedule and the things that involve her during a workday. The whole experience was very enlightening for me because she explained as we went along what was going on and why. At the end of my four hour shift I felt very lucky to have been assigned to her!
April 10, 2015

Regarding a phone call with Citizen (redacted) who insisted I forward her compliments regarding Officer Nicholas Jones (Star 215). He cited her for driving without a seatbelt (15-70918). She admitted she was in the wrong and paid the fine. She said Officer Jones was very professional and kind and that Evanston is lucky to have such fine Officers. I thought you and Officer Jones would appreciate the compliment.
April 8, 2015

Richard Eddington
Chief of Police
Evanston Police Department
1454 Elmwood Avenue
Evanston, Illinois 60201

Dear Mr. Eddington,

I am writing to let you know the excellent quality of service that Patrice Quehl has provided. I have been working with her on a complex family matter for several months. Not only does she understand the many issues in our case, but she also provides solutions that have helped all of us. Her compassion and concern for our well-being is genuine. I always leave our meetings feeling optimistic – and with realistic options to pursue.

Ms. Quehl is an asset to the Department and to the larger Evanston community.

Yours truly,
Sent: Sunday, April 05, 2015  
To: Eddington, Richard  
Subject: Commendation of Officer Adam Kozlowski

Chief,

I wanted to take a minute to write a positive note about one of your officers. I know too often that people are quick to criticize our police, but rarely take the time to compliment them.

Last week I had the privilege of doing a ride-along with Officer Adam Kozlowski as part of my participation in the Citizens Police Academy (which should be required of all Evanston residents). Although Officer Kozlowski is fairly new to the Evanston force, he is an excellent ambassador for your department with his professionalism, knowledge of policing and his approachable demeanor.

During our ride, we discussed various approaches to police and community engagement, the types of crimes that often occur in Evanston and the social causes of these crimes. I was very impressed with his background and insights and what he feels the role of a police officer in our community should be. It was also great to see Officer Kozlowski's drive to stay active during his overnight shift, repeatedly moving through areas where he has found issues in the past.

I would appreciate it if you could also send a copy of this to Officer Kozlowski's watch commander. And thank you to you and all of your department for what you do in improving our quality of life in Evanston.

Regards,
PHONE CALL COMPLIMENTING OFFICER

Date: April 8, 2015

Caller: [Redacted]

Complimenting praiseworthy police work by: Police Officer Patrick Wozniak

Reference: Caller states she thanks the above mentioned officer for his assistance. She was frightened when her car stalled and he helped her by trying to restart her car, waiting with her, and offering to drive her to work.

Submitted by: Michelle Smith, Admin. Secretary

Cc: Personnel File
Officer/Staff Member
Supervisor
Compliment Board
PHONE CALL COMPLIMENTING OFFICER

Date: April 8, 2015

Caller: [Redacted]

Complimenting praiseworthy police work by: Service Desk Officer Gina Alexander

Reference: Caller left a voicemail stating she had some involvement with the police, and came into the police station crying. She states she appreciates the great service the above mentioned officer provided to her; also stating SDO Alexander made her feel better.

Submitted by: Michelle Smith, Admin. Secretary

Cc: Personnel File
    Officer/Staff Member
    Supervisor
    Compliment Board

77 of 97
March 23, 2015

Chief Richard Eddington
Evanston Police Department
1454 Elmwood Avenue
Evanston, IL 60201

Re: Continuing Financial Crimes Enterprise (Northbrook Case [redacted], Evanston [redacted])

Dear Rich:

We would like to thank you and the Evanston Police Department for the outstanding performance, assistance, and hospitality we received from Detective Anthony Beckman (#256), Detective Brian Rust (#141), Detective Michael Endro (#189), Sergeant Gene Mulligan (#11), Sergeant Jody Wright (#6), and Officer Lance Lopez (#155). These Police Officers worked concurrent investigations with our Detectives Fainman and Schultz into a mutual suspect; [redacted].

This individual was being sought by multiple jurisdictions for alleged crimes relating to continuing a financial crimes enterprise. [redacted] allegedly organized a system with several accomplices to steal credit cards during burglaries and thefts and then use those credit cards to conduct multiple online and in-person purchases. Detective Fainman was working with Detective Dario Marotta (Illinois State University Police) to compile many of the related investigations into [redacted] and seek a higher, applicable charge of organizing and continuing a financial crimes enterprise (Class X/Class 1). These charges were later approved and filed in Bloomington/Normal by Detective Marotta on behalf of the other agencies.

Wilmette Police, Northbrook Police, Illinois State University Police, and Evanston Police were all able to work together interviewing and investigating [redacted] at the Evanston Police Department on 3/18/2015. This was a result of Officer Lance Lopez (#155) stopping [redacted] in relation to a recent wanted bulletin developed by Detective Beckman (#256). Officer Lopez was able to notify Wilmette Detectives Neubauer and Mercado because he recalled a bulletin they had released on [redacted] as well. The cooperation and hospitality that Northbrook Police received from Detectives Beckman and Rust, Sergeants Mulligan and Wright and all of the Police Officers listed above resulted in multiple felony charges on [redacted] including continuing a financial crimes enterprise (ISUPD/NPD), Burglary/UUW (Wilmette PD) and a charge of Criminal Trespass by Evanston Police.

Often times these lengthy investigations involving multiple jurisdictions result in an arrest at another agency’s facilities. The Evanston Police listed above made this effortless and simple by offering their assistance and hospitality. Rest assured of our help and support should you need any assistance from the Northbrook Police Department.

Sincerely,

Northbrook Police Department

[Signature]
Charles J. Wernick
Chief of Police
From: [Redacted]
Sent: Friday, March 27, 2015 12:39 PM
To: Spells, Loyce; Pontarelli, Susan
Subject: Thank you!

Officer Spells and Sue,

Thank you for going above and beyond my expectations for the visit to the Police Department. You both made it an interactive, informative, and fun afternoon for him. He raved about the experience and I am sure he won't be taking off the rubber bracelet anytime soon. A few pictures from the afternoon are attached.

Have a nice weekend.
To the Officers of the Evanston Police Department,

This small token of our appreciation and heartfelt thanks on behalf of the guests and volunteers who have requested your assistance over the past almost 30 years, we've felt your calming presence within two to five minutes. Young officers have responded with kindness and respect to both our guests as well as the volunteers who serve this ministry. In this case about 2 weeks ago, the issue was resolved with timely ease. The officers told us there was no evidence to substantiate the accusations against the young man, and the woman who spoke them was told by us that if she pursued with them, she would be ejected from the warming center. (over 8)
THANK YOU

Again... we hate to have to call you, but when we do need you, we know you will be there within minutes. Your kindness, understanding and efficiency helped feel safe and secure. 

Sincerely,

[Redacted]

brings people together to serve our hungry and homeless neighbors, pursue interfaith dialogue, and engage in advocacy that promotes social justice
To: Members of the Human Services Committee

From: Wally Bobkiewicz, City Manager

Subject: Agreement with SAFE/Evanston Animal Shelter Association as City of Evanston Volunteer Animal Organization (VAO) to Operate Evanston Animal Shelter

Date: May 1, 2015

Recommended Action:
It is recommended that the City Council: 1) receive this report; 2) authorize the City Manager to negotiate a two-year agreement with SAFE/Evanston Animal Shelter Association to operate the Evanston Animal Shelter and return to the full City Council on May 26, 2015 for review and approval of agreement; 2) authorize the City Manager to continue discussions with The Anti-Cruelty Society and the Tree House Humane Society to develop closer ties to support Evanston animals.

Background:
At the April 6, 2015 meeting of the Human Services Committee, I was directed to review the recommendations of the Board of Animal Control on developing an agreement to designate a Volunteer Animal Organization (VAO) to operate the Evanston Animal Shelter. I met on several occasions with representatives of SAFE as well as individual meetings with representatives of The Anti-Cruelty Society and the Tree House Humane Society.

I am recommending that the City enter into a two-year agreement with SAFE to operate the Evanston Animal Shelter with the following terms:

Term of Agreement: June 1, 2015 through May 31, 2017. The agreement will be reviewed after one year to ensure compliance with the conditions of the agreement.

VAO Responsibilities: Coordinating volunteer and adoption programs
Coordinating and funding medical and behavioral care
Providing special food and supplies

City Responsibilities: Registration of all volunteers as City volunteers
Building maintenance and utilities
Provision and administration of core vaccines and rabies tags
Staff administrative support/kennel assistant
Bulk food and cat litter purchases

Capital Improvements: City will renovate brick shed for dog behavior evaluations by October 1, 2015 (cost not to exceed $20,000) and will procure new storage shed.

Budget/Fundraising: City will continue to fund all operations of animal shelter until October 1, 2015. SAFE will begin receiving adoption fees on June 1, 2015. On October 1, 2015, SAFE will fund all operations assigned to it under agreement.

SAFE is designated to raise funds for operation of the animal shelter only.

SAFE is obligated to raise $40,000 in donations per year for operations of shelter.

All funds raised by SAFE under this agreement revert to the City of Evanston if agreement is terminated.

The Committee raised additional questions to SAFE at its April meeting. Attached is a letter from SAFE that addresses these issues. Included in the letter is SAFE’s intention to re-organize under the name “Evanston Animal Shelter Association.”

In my meetings with The Anti-Cruelty Society and Tree House Humane Society, both organizations desire to be helpful in supporting the welfare of animals in Evanston. I believe there are ways to involve them in Evanston in the future. I will continue to work with them on future opportunities.

On April 30, 2015, I received a check for $29,402 from C.A.R.E. which had been designated for capital improvements at the animal shelter. These funds will be used for same.

Attachment
April 30, 2015 Letter from SAFE
April 30, 2015

Dear City Manager Bobkiewicz:

At our meeting this past Monday you asked for several items relating to SAFE's RFP response.

1) At the last Human Services meeting we were asked to provide a fundraising plan. The plan is attached and outlines our approach and the proposed timeline. We have also included the projected budget, which we shared with you earlier this week.

2) Per our discussion with you, SAFE Board members have agreed to rebrand SAFE as the “Evanston Animal Shelter Association” (EASA). This change addresses two areas of concern. First, when the previous VAO was in place, there was much confusion about how donors should make out checks if they wanted their money to be used for shelter operating expenses. Making the checks out to the Evanston Animal Shelter Association instead of SAFE would clarify the donation target.

Second, as we have stated, our singular focus is on supporting the operations of the shelter. Using this name would reflect this and should alleviate concerns expressed by some aldermen about history repeating itself regarding collected funding.

As we discussed with you, this change would best be achieved by creating a new 501(c)(3) called the “Evanston Animal Shelter Association” with the existing SAFE Board and bylaws. This would indisputably bind the organization to the shelter and eliminate the concerns expressed by Alderman Tendam about the City’s debt to SAFE. It can be done quickly and would cause no delay in the transition process.

3) We were asked to provide an overview of our organizational structure, including details about the Board of Directors and bylaws. Those documents are both attached. Additional documents and information are available in our RFP response.

We appreciate the effort you have undertaken to bring the RFP selection process to a close. We will be present at the May 4 Human Services meeting to answer any additional questions.

Sincerely,

Vicky Pasenko & Alisa Kaplan
SAFE Co-Presidents
<table>
<thead>
<tr>
<th>Position</th>
<th>Member name</th>
<th>Bio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-President</td>
<td>Alisa Kaplan</td>
<td>Alisa worked as a brand strategist for a marketing firm in New York City before moving to Evanston to get her law degree and Ph.D. from Northwestern. She has been an EAS volunteer for four years. Along with Vicky Pasenko, Alisa has been instrumental in managing virtually every aspect of the EAS's operations over the past year, including volunteer recruitment and training, crew supervision, marketing, animal care, and adoptions.</td>
</tr>
<tr>
<td>Co-President</td>
<td>Vicky Pasenko</td>
<td>Vicky is an Operations Director for a major technology company. She manages a team of 85 people in support of a business unit that includes 1,200 consultants, 100 sales representatives, and drives annual revenue of $400M. Vicky grew up on a farm and has lifelong experience with a wide range of animals. She was one of the top fundraisers under the previous VAO and has volunteered at the EAS for nine years.</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Suzanne Trout</td>
<td>Suzanne is the Chief Marketing Officer for Rush Street Gaming, a leading US gaming developer and operator. She has been a Board member of the Las Vegas AAUW and was an active fundraiser to establish Noah's Animal House, an animal shelter serving victims of domestic violence. Suzanne and her family live in Evanston and have fostered over 50 animals.</td>
</tr>
<tr>
<td>Secretary</td>
<td>Nancy Maize</td>
<td>Nancy is the Pension Director of a large multi-employer benefits fund. An Evanston resident, she is an EAS Feline Cage Captain, Shift Supervisor, and Adoption Counselor.</td>
</tr>
<tr>
<td>Director</td>
<td>Shannon Daggett</td>
<td>Shannon is a Senior Account Manager for an event planning firm that creates branded environments for large-scale exhibitions. She lives in Evanston and is a Kennel Captain at the EAS, where she has volunteered for three years.</td>
</tr>
<tr>
<td>Director</td>
<td>Jenny Grist</td>
<td>Jenny is the Audience Engagement Manager at Facets, a nonprofit arts organization. An Evanston resident, she works with schools to set up field trips, plan special events, and oversee customer service issues for children's programs, cinema, and media distribution. Jenny has been an EAS Feline Supervisor and Adoption Counselor for five years.</td>
</tr>
<tr>
<td>Director</td>
<td>Brittany Kirk</td>
<td>Brittany is a commercial litigator at a full-service law firm. She is also the proud mom of a 10 year old Golden Retriever and a Board member of PAWS Chicago.</td>
</tr>
<tr>
<td>Director</td>
<td>Kileigh Carpenter</td>
<td>Kileigh is Assistant Director of Athletics Marketing at Northwestern University. She focuses on social media campaigns to increase fan engagement and promote events and ticket sales. Kileigh previously worked in ticketing, marketing and development for the Minnesota Twins, Minnesota Vikings, Minnesota Timberwolves/Lynx, and most recently the Minnesota Gophers. Kileigh is an EAS canine volunteer.</td>
</tr>
<tr>
<td>Director</td>
<td>Cathy Roberts</td>
<td>Cathy Roberts has been the EAS Canine Medical Director for five years. She lives in Evanston and worked as a purchasing agent for an aerospace subcontractor and a purchasing manager for an automotive subcontractor.</td>
</tr>
</tbody>
</table>
Existing Non-Board Positions

Volunteer Coordinator
Feline Medical Director
Canine Medical Director
Kennel Captains (9)
Cage Captains (9)
Shift Supervisors (7)
Adoption Counselors (5)

Planned Committees

Youth Services
Fundraising
Community Relations
Business Relations
SAFE/Evanston Animal Shelter Association Draft Bylaws

ARTICLE I
Purpose

To support the homeless animals at the Evanston Animal Shelter in Evanston, IL.

ARTICLE II
Board of Directors

Section 2.1. General Powers: As steward of the public trust, the Board of Directors (“the Board”) shall be responsible for governance, the ongoing process of due diligence to assure the health and effectiveness of the corporation. The Board shall have the power to govern the affairs and property of the corporation, in keeping with policies it establishes that define the Board’s scope of authority and limitations.

Section 2.2. Number of Directors: The Board shall consist of at least 6 and no more than 12 members, as determined from time to time by the Board. All Directors shall have identical rights and responsibilities.

Section 2.3. Tenure:
Newly elected Directors who have not served before shall serve initial one-year terms. At the conclusion of the initial one-year term, Directors may serve additional three year terms. Their terms shall be staggered so that at the time of each annual meeting, the terms of approximately one-third (1/3) of all members of the Board of Directors shall expire. Officers’ initial terms may be three years. No Director shall serve more than two (2) consecutive three-year terms.

Section 2.4. Board Members: Members of the Board of Directors shall adhere to all policies and procedures established by the Board.

Section 2.5. Composition of the Board of Directors: Board members shall be sought who reflect the qualifications and diversity determined by the Board in its policies.

Section 2.6. Nomination and Election: A Committee on Directorship shall present a slate of Board members for election by the Board at the annual meeting. The newly elected Board members shall take office immediately following the close of the meeting at which they are elected.

Section 2.7. Vacancies: Any vacancy occurring in the Board of Directors and any position to be filled by reason of an increase in the number of Directors may be filled, upon recommendation of a qualified candidate by the Committee on Directorship, by the affirmative vote of the majority of the Board. A Director elected to fill the vacancy shall be elected for the unexpired term of his/her predecessor in office.

Section 2.8. Resignation: A Director may resign at any time by filing a written resignation with the President of the Board.

Section 2.9. Removal: The Board may remove any Officer or Director with or without cause by two-thirds (2/3) vote of all Directors then in office, at any regular or special meeting of the Board, provided that notice to the Officer or Director proposed for removal is given at least thirty (30) days
before any final action is taken by the Board. This statement shall be accompanied by a notice of the time when, and the place where, the Board is to take action on the removal. The Officer or Director shall be given an opportunity to be heard and the matter considered by the Board at the time and place mentioned in the notice.

ARTICLE III
Officers of the Board of Directors

Section 3.1. Positions: There shall be four (4) officers of the Board of Directors: two Co-Presidents, Secretary, and Treasurer. The roles and qualifications of these Officers shall be determined by the Board in its policies but will include the following:

Section 3.1.a. Duties of the Co-Presidents: The Co-Presidents shall be the principal executive officers of the Association and shall in general supervise and control all of the business and affairs of the Corporation. The Co-Presidents shall preside at all meetings of the Board of Directors. The Co-Presidents may, with the Secretary or any other proper officer of the Association authorized by the Board of Directors, any contracts or other instruments which the Board of Directors have authorized to be executed, except in cases when the signing and execution thereof shall be expressly delegated by the Board of Directors or these bylaws or by statute to some other officer or agent of the Association. The Co-Presidents shall be a member of each committee and shall appoint and remove chairpersons of each committee except as otherwise provided in these by-laws. In general the Co-Presidents shall perform all duties incident to the office of Co-Presidents and such other duties as may be prescribed by the Board of Directors.

Section 3.1.b. Duties of the Secretary: The Secretary shall have custody (or arrange with Legal Counsel to maintain custody) of the Articles of Incorporation, Bylaws, and such other books and records of the Association as the Board of Directors shall direct. The Secretary shall record all votes and minutes of all meetings of the Board, shall maintain correspondence files and other corporate records, and shall perform all such other duties as may from time to time be imposed by the Board.

Section 3.1.b. Duties of the Treasurer: The Treasurer shall be the financial officer of the Association and, under the direction of the Board of Directors, shall have the custody and control of all of the funds and securities of the Association. The Treasurer shall deposit the Association's funds and securities to the credit of the Association in such bank or depositories as may be designated by the Board. The Treasurer shall disburse the funds of the Association in accordance with the directions of the Board of Directors, taking and preserving proper vouchers for such disbursements, and shall render an account of all her transactions as Treasurer and of the financial condition of the Association, pursuant to generally accepted accounting practices (GAAP), whenever called upon to do so, and shall perform all such other duties as may from time to time be assigned by the Board.

Section 3.2. Nomination and Election: The Governance Committee shall present a slate of Officers to the Board of Directors. The nominated Officers need not be drawn from among the members of the Board of Directors. The election of Officers shall be held at the annual meeting of the Board, immediately following the election of the Board members. The newly elected Officers shall take office immediately following the close of the meeting at which they are elected and the term of office shall be one year.

Section 3.3. Tenure: The term for each Officer shall be the three-year period commencing with the date of the annual meeting of the Board of Directors. No single individual may serve for more than 2 consecutive three-year terms in any single office.
Section 3.4. Immediate Past President: In the event that the term limit of the individual who is Immediate Past President shall have expired, the Board of Directors shall have the authority to retain this individual on the Board, in the position of Immediate Past President, until such a time as another individual holds said office.

Section 3.5 Presidential Succession: In cases of temporary absence, the succession shall be Co-President, Treasurer, and then Secretary.

ARTICLE IV
Meetings of the Board of Directors

Section 4.1. Regular and Annual Meeting: The Board shall meet at least six (6) times per year, one of which shall be the annual meeting, held in September of each year. Notice shall be given to each Director at least fifteen (15) days prior to the date of every regular meeting of the Board. Stipulation of the annual Board calendar shall fulfill the requirement for notice.

Section 4.2. Special Meetings: Special meetings of the Board of Directors may be called by the President or by a majority of the Board filing a written or emailed request for such a meeting with the Co-Presidents and stating the object, date, and hour therefore. Due notice of special meetings shall be given seven (7) days prior to such a meeting, or sooner if a quorum of members agree via email.

Section 4.2.1. Meeting by Telephone or Similar Communications: The Board of Directors may participate in meetings by means of conference telephone or similar communications equipment, whereby all directors participating in the meeting can hear each other at the same time, and participation in any such meeting shall constitute presence in person by such Director at such meeting. A written record shall be made of all actions taken at any meeting conducted by means of a conference telephone or similar communications equipment.

Section 4.3. Quorum: Two-thirds of the Board including three-fourths of Officers shall constitute a quorum for the transaction of business at any regular or special meeting of the Board of Directors, except where otherwise required by these Bylaws. Voting is by majority unless otherwise specified in these Bylaws.

Section 4.4 Meeting Format: The Board shall select its own meeting format in any method allowed by the laws of the state of Illinois. Any such meeting, whether regular or special, complying with Sections 4.1 or 4.2 shall constitute a meeting of the Board of Directors and shall subscribe to the policies, procedures, and rules adopted by the Board.

Section 4.5. Meeting Notice: Notice of all regular and special meetings of the Board, an agenda of all items to be discussed at such meetings, and agenda support materials shall be circulated to all Directors prior to the meeting. Any Director may waive notice of any meeting. The attendance of a Director at any meeting also shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 4.6. Informal Action: Any action required by the Board of Directors may be taken without a meeting, if all Directors receive notice of said proposed action in writing or by electronic transmission, and a majority of Directors consent thereto in writing or by electronic transmission.
Response to the information shall constitute a waiver of notice requirements. The writing(s) or electronic transmission(s) shall be filed with the minutes of proceedings of the Board and maintained in the official files. The quorum requirement for any such action shall be as stated in Section 4.3.

Section 4.6.1. Informal Action Voting Requirements: In case of informal action voting must remain open for no less than five days from the date the ballot is delivered; however, in the case of a removal of one or more directors, a merger, consolidation, dissolution or sale, lease or exchange of assets, the voting must remain open for no less than 20 days from the date the ballot is delivered. Such informal action shall become effective only if at least five days prior to the effective date of such informal action a notice in writing of the proposed action is delivered to all members entitled to vote on the subject matter of the vote (which can be accomplished by stating the effective date of such action on the ballot or materials accompanying the ballot).

Section 4.7. Proxy and Alternates: Voting by Directors by proxies shall not be permitted. An absentee Board member may not designate an alternate to represent him or her at a Board meeting.

ARTICLE V
Committees

Section 6.1. Establishment and Operation of Committees: The Board of Directors shall establish such committees and task forces as advisable to assist with governance, without compromising the Board’s authority and in keeping with the policies established by the Board.

ARTICLE VI
Fiscal Year

The fiscal year of the organization shall begin on June 1 and terminate on May 30.

ARTICLE VII
Rules of Order

The rules of order in the current edition of Robert’s Rules of Order shall govern the conduct of all meetings of the EAS Association except where they may be in conflict with the Articles of Incorporation, these Bylaws, or other policies adopted by the Board of Directors.

ARTICLE IX
Indemnification

The EAS Association shall indemnify its Directors, Officers, employees, and volunteers to the fullest extent permitted by the law of the state of Illinois.

ARTICLE X
Amendments

These Bylaws may be amended at a regular meeting by a two-thirds vote of all Directors then in office, provided that notice of the proposed amendment, together with a copy thereof, shall be distributed to each Director at least fifteen (15) days prior to the meeting at which the amendment is to be considered.
ARTICLE XI

Dissolution

In the event of the dissolution of the EAS Association, and after the payment of all debt and return of charitable contributions as appropriate, all assets shall be distributed to an IRS 501c organization, selected by the Board of Directors, and reflective of the EAS Association’s mission.
To the RFP Review Committee:

Please accept this as Saving Animals for Evanston's response to the City's Request for Proposal 15-08, Evanston Animal Shelter and Animal Welfare Program.

Saving Animals For Evanston (SAFE) is uniquely qualified to support the needs of the Evanston Animal Shelter. In conjunction with the Evanston Police Department (EPD), SAFE's Board members have been managing the shelter's volunteer, adoption, and animal care programs since May 9, 2014. With our help, the EPD made an extremely successful transition from the previous VAO. Together, we have:

1) Achieved a live release rate of 96%, not including animals who were returned to their owners.
2) Reduced the number of days animals spend in the shelter by ⅔.
3) Increased our adoption rate, allowing us to maintain historically low in-shelter animal counts despite slashing the euthanasia rate.
4) Developed a base of more than 150 volunteers, covering 14 shifts per week and contributing more than 1,350 volunteer hours per month.
5) Expanded our relationships with rescue organizations and developed an impressive foster network.

SAFE’s proposal is to take over fundraising activities to help alleviate the financial and administrative burden of the shelter on the City. We would also continue to recruit, train and manage the volunteers. Under this arrangement, the Evanston Police Department would continue to control the shelter and volunteers would continue to work directly under the Police Department, but they would be guided by the structure we have been building over the past year.

We believe this proposal provides the best way forward for the Animal Shelter. It offers a lower cost option for the City while allowing the Police Department to maintain ultimate control over operations, thus avoiding the pitfalls of past partnerships. SAFE represents a seamless transition, volunteer-based service, demonstrated partnership with the EPD, experience building relationships with outside animal welfare agencies, and effective fundraising to support shelter activities.

SAFE values the shelter not just as a place to house animals, but as an Evanston community center. The shelter provides a place for animal lovers to work towards a common goal and enhances Evanston’s sense of community. It offers a safe haven for people who are making the difficult decision to surrender a beloved pet, or to entrust us with a vulnerable animal they found in the street. It provides a welcoming place for local families to adopt local animals. We see our size as an asset, not a liability. It allows us to provide individualized, high quality care to both the people and the animals that come to us for help.

SAFE is proudly Evanston-grown and Evanston-focused. We have shown that a local shelter can be at the forefront of animal welfare and a shining example of what a group of passionate people can achieve in a caring community. We hope to formalize our relationship with the City so we can continue to serve the Evanston community and its animals.

Sincerely,

Saving Animals for Evanston (SAFE)
SAFE/Evanston Animal Shelter Association
Fundraising Plan

The following is the fundraising plan to be executed by SAFE/Evanston Animal Shelter Association (EASA), effective June 1, 2015, should we be selected as the contracted Volunteer Animal Organization (VAO) with the City of Evanston for the Evanston Animal Shelter (EAS).

I. Overview
   A. Fundraising will be divided into divisions to effectively reach many outlets. The divisions are as follows:
      1. Web and Email Campaigns
      2. Business Partnerships
      3. Events
   B. A timeline for fundraising is noted for each of the divisions and categories.

II. Fundraising Divisions
   A. Web Campaigns
      SAFE/EASA will use online tools as well as social media to gain supporters and donations. The outlets to be utilized as resources include but are not limited to:
      1. Social Media
         SAFE/EASA will use Facebook, Twitter, and Instagram to direct supporters to donation pages as well as create interest in upcoming large-scale and retail store events.
      2. Email
         An email newsletter will be used to notify supporters of upcoming large-scale and retail store events as well as bring awareness to current shelter needs and news.
      3. Go Fund Me
         Go Fund Me will be used to collect donations for special shelter needs and projects.
   B. Business Partnerships
      SAFE/EASA will partner with businesses to help in all areas of fundraising. Our goal is to deepen the shelter’s connection with Evanston while raising awareness of what the shelter does. The businesses we plan to work with will help in several ways, including but not limited to:
      1. Donation Containers
         SAFE/EASA will manage the collection of the donation containers at local businesses. We will continue the relationships with existing businesses and expand into other businesses.
      2. Proceed Donations
         Local businesses will donate a percentage of their sales to the shelter on specified days. The following are examples of partners who have committed to such events:
         a) Few Distillery (918 Chicago Avenue, Evanston)
         b) Blaze Pizza (1737 Sherman Avenue, Evanston)
         c) Bloomingdale’s (4963 Old Orchard Center, Skokie)
d) Bordeaux Studio (1703 Darrow Avenue, Evanston)
e) Bottle and Bottega (1016 Davis Street, Evanston)
f) Evereve (1608 Sherman Avenue, Evanston)
g) Gap (1706 Sherman Avenue, Evanston)
h) Second Time Around (900 Church Street, Evanston)

3. Donation Drives
Local businesses will host collection days for money and supplies. The following businesses are examples of partners for this category:
   a) Crossroads Trading Co. (1730 Sherman Avenue, Evanston)
   b) Evanston Athletic Club (1723 Benson Avenue, Evanston)
   c) Floor & Decor (3300 Oakton Street, Skokie)
   d) Lemoi Ace Hardware (1008 Davis Street, Evanston)
   e) Starbucks (7 Evanston Locations)

4. Donation Partnerships
SAFE/EASA will partner with local businesses that offer great flexibility with their donations. The following businesses are examples of partners for this category:
   a) Natalie Smith Real Estate with Purpose
      The real estate business, which has donated to EAS in the past, operates on the mission of donating a percentage of commission to non-profit organizations. We will work with Natalie Smith on accepting donations and using them for special shelter needs.
   b) Dimension Design
      Dimension Design is a local marketing and advertising company that produces environments for events around the country and world. We will work with Dimension Design on special fundraising events.
   c) Bordeaux Photography
      Bordeaux Photography is a local photography studio that held an event for the EAS last year. Customers received a free photo shoot for themselves and their pets in return for a donation to the shelter. It was a successful event and Bordeaux has expressed interest in repeating it this year.
   d) Northwestern groups
      We have worked with a dozen NU groups over the past year, several of which have conducted fundraisers and supply donation drives.

C. Events
The Events Division will connect the community with the Evanston Animal Shelter through SAFE/EASA-sponsored events. The purpose of the events is to raise both monetary resources and hands-on participation to support the operation and growth of the shelter. We will target two to three large-scale events per full calendar year.

Note: The below event Proceed Estimates are conservative estimates based on previous Evanston and other comparable shelter events with significant reductions to account for our newer status. We estimated the Walkathon, for example, at half the previous VAO’s walkathon revenue.
The events that SAFE/EASA plans to host include, but are not limited to:

1. **Black Tie Gala**
   a) The Black Tie Gala will be a ticketed event in which attendees will provide a designated donation amount for their registration. Additional funds will be raised through a silent auction held at the event, which will also feature music, guest speakers, and refreshments. SAFE/EASA will partner with local businesses and organizations for sponsorship and to execute the event.
   *Estimated proceeds: $13,000*

2. **Walkathon**
   a) This is a popular fundraising event that involves volunteers and past adopters as well as dog lovers throughout the community.
   *Estimated proceeds: $10,000*

3. **“Best in Show”**
   a) A ticketed event for local dog owners to show off their pets. Judged categories will include “Best Dog/Owner Lookalike,” “Best Bling,” “Most Adorable,” “Best Tail Wag,” and “Face Only a Mother Could Love.” Raffles and silent auctions from vendor donations will supplement ticketed proceeds.
   *Estimated proceeds: $5,000*

4. **Clean Up for Pup**
   a) Clean Up for Pup will be a city-wide clean up event with the goal of uniting community members while making the streets safer and cleaner for animals. Each of the nine wards will be divided into two to six zones to which volunteers will be assigned. Event volunteers will include volunteers, friends and family of volunteers, community members, and local students. Tables within the zones will collect donations and we will partner with local businesses to donate proceeds and collect supplies the day of the event. Local students will have the opportunity to seek out donation pledges for the number of trash bags filled.
   *Estimated proceeds: $2,000*

5. **Northwestern University Run for Walk**
   a) SAFE/EASA will partner with Northwestern University to be a beneficiary of donations for the Run for Walk.
   b) While we had hoped to partner with NU for this event in 2015, delays in the RFP process caused us to miss the deadline. We have been in contact with the organizers and hope to be beneficiaries next year.

As noted above, event revenue will be supplemented by ongoing business donations, email and web campaigns, and donation drives. Past business donation drives for the shelter have averaged approximately $600 each. If the twenty-two business that have committed to us so far each collected just half that, it would equal approximately $6,600 in annual revenue. While we have used this more conservative number in our budget calculations, it is worth noting that in April alone, we missed $3,000 in fundraising opportunities from individuals and local businesses due to our lack of official fundraising status.
Budget and Fundraising Timeline

City of Evanston
Evanston Animal Shelter Revenue and Expenses
January 1, 2014 to December 31, 2014
Per RFP Addendum, February 13, 2015

Expenses (excluding utilities): $23,544
Revenue (adoption fees & donations): $15,461
Net expenses: $8,083

Projected Budget

Projected expenses are calculated with significant increases from previous years’ budgets in veterinary care and insurance, and significant decreases from the previous VAO’s budget in non-animal care-related expenses such as printing and postage.

Projected Expenses
Veterinary and behavioral care: $50,000
Insurance: $5,000
Supplies: $5,000
Marketing: $2,000
Total Projected Expenses: $62,000

Projected Adoption Fees
$30,000

Projected Net Operating Budget
$32,000

Total estimated fundraising proceeds
Event revenue: $30,000
Donation drive revenue (e.g. percentage of sales): $6,600
Individual and local business donations: $9,000
Total: $45,600
Fundraising efforts will be effective June 1, 2015. Social Media, Go Fund Me, and Donation Containers will be launched immediately and ongoing. Proceed Donations will be with two groups of businesses, each once per quarter beginning Q3 2015. Donation Drives will be once per quarter, beginning Q3 2015.

### 2015

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<th>Q1</th>
<th>Q2</th>
<th>June</th>
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<td>Jan</td>
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### 2016

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