

# Social Services Assessment Recommendations



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**Deputy City Manager**

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# Overview

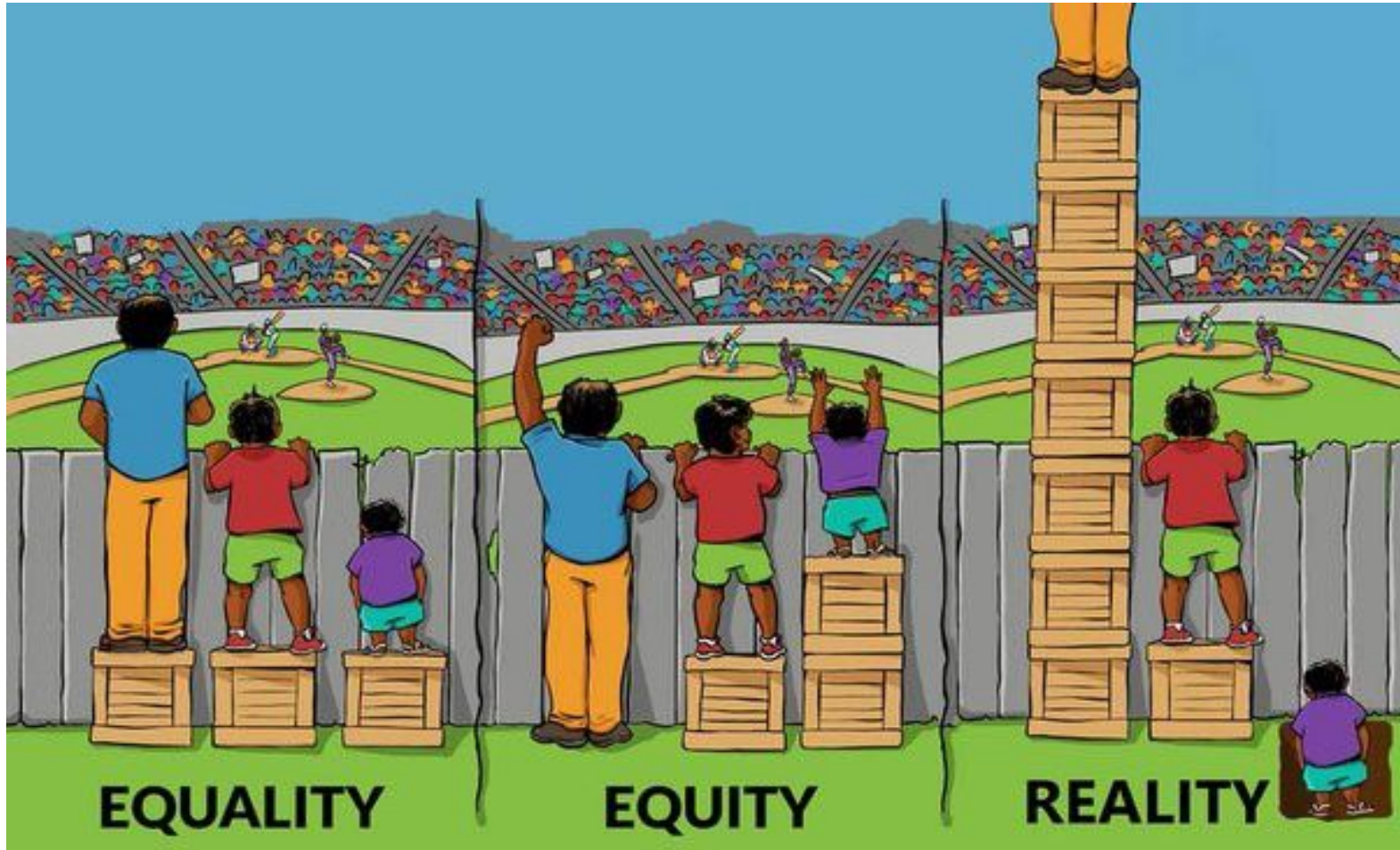
Government service delivery needs to emphasize connecting residents to programs and services, which many are administered by nonprofit partners.

It is understood that government cannot be everything to everyone due to resources and priorities, but it should be a central point of contact that then connects residents to the resources that are both internal and external in delivery.

# Purpose

A comprehensive look at all social services offered by City departments to measure the potential equity impacts of program service delivery to ensure City programs are meeting the needs of the impacted community members.

# Equity is sometimes about offering more to those who need more.



# Racial Equity Impact Assessment

- The Racial Equity Impact Assessment (REIA) tool evaluates potential policies benefits and burdens before decision-making.
- An REIA aims to intentionally focus on advancing racial equity, which can only be done by actively bringing those most impacted to the table.
- **In this practice, racial equity is defined as both a process and an outcome.**
- As an outcome, racial equity is achieved when one's racial identity no longer determines one's life outcomes.

# Core REIA questions

Our REIA included the following core questions for consideration:

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

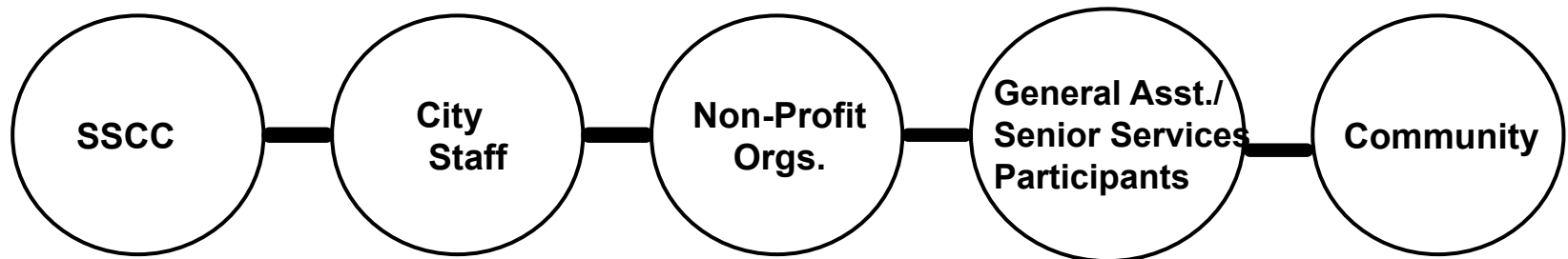
# Social Services Core Committee

Our core work:

- Identify the challenges community members experience when interacting with the City in regard to social services.
- Convene meetings with core stakeholder groups to identify both problems and solutions.
- Compile and organize the feedback collected during the meetings
- Analyze patterns in barriers and develop solutions.

# Process

The Social Services Core Committee formed in March 2019 and began holding meetings with various groups to gather information about what **barriers** exist in social service delivery, what **solutions** could exist and then formulated **recommendations** which address those barriers.





# Identified Barriers

Lack of...

- Transparency
- Inconsistent goal-setting
- Application of rules
- Justifications for budget changes

# Identified Solutions

- Leadership must commit to an equity-driven performance management process.
- The City should...
  - Reward collaboration and
  - Transparency and
  - Inclusion in its funding structures.
  - Make programs more accessible.

# Recommendations

1. Resident-focused Intake Process
2. Community Engagement Integration
3. Prioritize Mental Health Board and CDBG Public Services Funding to External Partners
4. Realignment of Health and Human Services Department

# Recommendation #1

## Resident-focused Intake Process

- Adopt integrated service delivery policies and procedures.
- Require implicit bias and cultural humility training for staff.
- Incorporate resident needs and perspectives into program development.
- Fully utilize client management software by city staff.

# Recommendation #2

## Community Engagement Integration

- Engage community leadership to effect meaningful change.
- Make a clear what services are provided and how one can access them.
- Reduce the stigma of social services by reframing it as a way to improve community members quality of life.

# Recommendation #3

## **Prioritize Mental Health Board and CDBG Public Services Funding to External Partners**

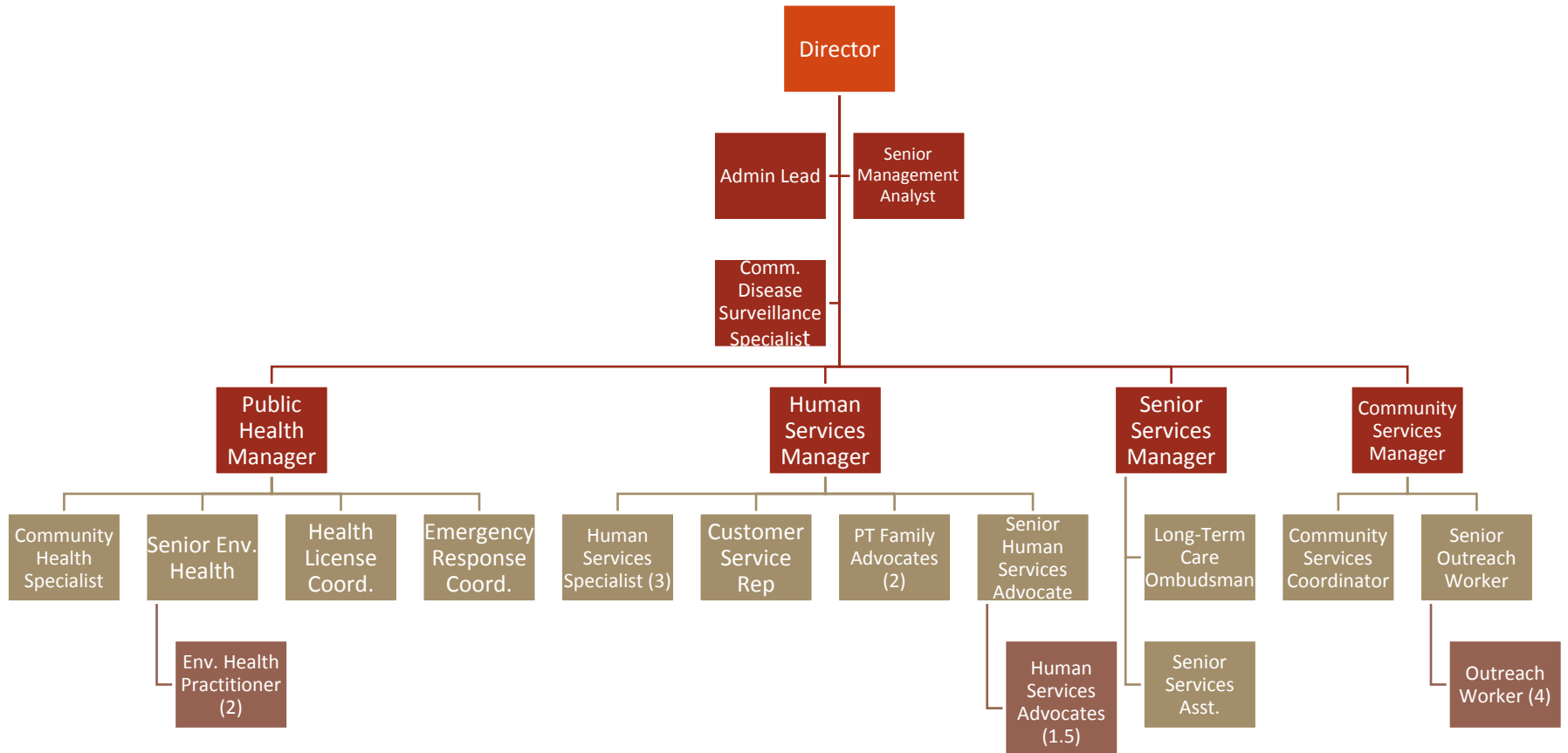
- Identify the specific needs of targeted populations to address Council goals (Equity, Job Creation and Affordable Housing).
- Target funds to programs that provide quantifiable services and measurable outcomes.
- Evaluate using services contracts where appropriate for specific needs/services.
- Condition the release of payments and continued funding on the achievement of specified outcome.

# Recommendation #4

## Realignment of the Health and Human Services Department

Social services programs being placed under one department will better address Recommendations 1-3, while continuing to serve our most marginalized populations in Evanston.

# Proposed Organizational Chart





# Realignment Proposed Plans

## Division Realignment

- Move Youth and Young Adults to HHS (7 FTE)
- Move Senior Services Programs to HHS (2 FTE)
- Move Senior Property Maintenance staff to Community Development (5 FTE)

## Reclassification of Existing Positions

- Program Coordinator (Y/YA) to Community Services Coordinator
- Assistant Program Coordinator (Y/YA) to Senior Outreach Worker
- Senior Ombudsman to Long-term Care Ombudsman
- Assistant Ombudsman to Assistant Senior Services
- Business Workforce Compliance Coordinator to Workforce Development Coordinator
- General Assistance Specialist to Human Services Specialist
- Youth Advocate to Family Advocate

## New Positions

- Senior Services Manager
- Community Health Project Specialist
- Part-time Human Services Advocates

The impact to the City budget is between \$250,000 to \$300,000 with the creation of new positions impacting the general fund and general assistance tax levy.

**Positions partially funded through Grants:** Long-term Care Ombudsman & Community Health Project Specialist

# Next Steps

Racial equity is not just about outcomes but also a process...

- Using the REIA's implementation and accountability phases to ensure we remain transparent and committed to impact.
- The Core Committee reconvenes to begin the process of implementation of Recommendations 1-3, along with collection data with the intent of establishing baseline community indicators.
- Creation of a subcommittee to work on a realignment plan to be presented during the budget process.
- The Committee will prioritize programs to review beginning at the end of this year.
- Continue to report to the Human Services Committee on the progress of the SSCC.

# Thank You!

## **Social Services Core Committee Members**

- **Deanna Howlett**, PRCS -Youth Outreach Worker
- **Indira Perkins**, HHS, Health and Human Services Manager
- **Sarah Flax**, CD, Housing and Grants Manager
- **Audrey Thompson**, PRCS, Senior Ombudsman
- **Wynn Shawver**, Library, Chief Development Officer
- **Jill Skwerski**, Library, Engagement Services Manager
- **Greg Olsen**, HHS, Interim Public Health Manager
- **Jessica Wingader**, CD, Grants/Compliance Specialist
- **Paulina Martinez**, CMO, Asst. to the City Manager
- **Kevin Brown**, PRCS, Community Services Manager
- **Carter Craig**, CMO Intern
- **Kimberly Richardson**, CMO, Deputy City Manager
- **Consultant - Dr. Kathleen Yang-Clayton**, UIC, Clinical Assistant Professor for the Department of Public Administration