



# Cook County, Illinois

## ANNUAL ACTION PLAN

### *Program Year 2015*

(October 1, 2015 – September 30, 2016)

**Toni Preckwinkle, President  
Cook County Board of Commissioners**

*Prepared by:* The Department of Planning and Development  
of the Bureau of Economic Development

*Implementing the first year of the 2015-2019 Consolidated Plan under:*



Cook County 2015 Annual Action Plan



## Executive Summary

### Background

As the largest county in the state and the second largest in the nation, Cook County is a hub for residents and businesses. This size and scope affords the County access to many resources that can positively impact the quality of life for residents, workers, and visitors. In late 2013, Cook County launched *Planning for Progress*, a strategic planning initiative to marshal existing funds, gather additional resources, and facilitate partnerships to meet future housing, community, and economic development needs. The Chicago Metropolitan Agency for Planning (CMAP) provided support for this initiative through their Local Technical Assistance (LTA) Program.

*Planning for Progress* united two Federally-required strategic plans - the U.S. Department of Housing and Urban Development (HUD) Consolidated Plan (Con Plan) and the Economic Development Administration (EDA) Comprehensive Economic Development Strategy (CEDS) - into a single planning process and action-oriented document for the first time. This coordinated approach will help Cook County efficiently and effectively coordinate and leverage resources - including staffing, funding, and partnerships - over the next 5 years. The resulting plan is a living document, whose principles are designed to work alongside changing needs, market conditions, and resources. *Planning for Progress* offers a framework for administrative and programmatic operations as well as outlines goals, priorities, and strategies that will be valuable as the County and its stakeholders pursue additional resources through competitive funding applications and cultivation of partnerships.

*Planning for Progress* is consistent with CMAP's regional plan for Northeastern Illinois - *GO TO 2040* - and builds upon a previous report commissioned by President Toni Preckwinkle, *Partnering for Prosperity: An Economic Growth Action Agenda*. More information including the full five-year plan and related appendices may be found here: <http://blog.cookcountyil.gov/economicdevelopment/planning-for-progress/>.

*Planning for Progress* is structured based upon five key ordered priority areas. These priorities, as well as the related policies, goals, and strategies, were developed based upon extensive data compilation and analysis as well as meaningful feedback received from stakeholders and the general public during the planning process. All strategies address a common thematic goal and priorities will differ by geography as appropriate. To implement the five-year plan, Cook County will pursue deeper relationships with public and private partners as well as the philanthropic community, seeking out assistance for targeted efforts. Additionally, the County will move quickly to implement the plan's policies through its annual funding process and build on this early success by devoting resources to advance other key priorities.

*Planning for Progress* constitutes a paradigm shift in how the County plans strategically for programming that benefits low- and moderate-income households and communities in suburban Cook County. Specifically, the outreach framework developed and implemented under this initiative will inform operations, strategic planning, and performance reporting going forward. Moreover, this planning process is closely aligned with President Preckwinkle's continued commitment to transparency and inter-jurisdictional partnership.



The following [Draft 2015 Annual Action Plan](#) essentially summarizes the proposed programs, projects, and special initiatives that will implement the first year of [Planning for Progress](#); specifically as it relates to the [2015-2019 Consolidated Plan](#) and its related goals, strategies and priorities which aim to address specific and current needs supported by extensive data compilation/analysis and public/stakeholder input.

### **Administering Agency**

The Cook County Department of Planning and Development (DPD), housed within the Cook County Bureau of Economic Development (BED), administers resources provided by HUD including annual entitlement funding of Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and HOME Investment Partnerships (HOME) dollars. DPD also typically administers special allocations of HUD funding - whether obtained competitively or on a formula basis - including Section 108 Loan Guarantee and Community Development Block Grant Disaster Recovery (CDBG-DR) dollars. DPD is the Cook County department that is principally charged with planning for as well as developing and administering programming and projects related to community development, affordable housing, and economic development. DPD's mission is to: "develop and sustain viable communities by fostering economic opportunities and business development, preserve and expand the supply of affordable housing, promote fair housing, and support programs that address homelessness". The Cook County Economic Development Advisory Committee (EDAC), Council of Economic Advisors (CEA), and the Cook County Board of Commissioners provide additional advisement and oversight for related programs and special initiatives.

### **Jurisdictional Boundaries**

Cook County serves as the lead entity for the Cook County Urban County, which presently includes most municipalities in Cook County except: Arlington Heights, Berwyn, Chicago, Cicero, Des Plaines, Evanston, Hoffman Estates, Morton Grove, Mount Prospect, Oak Lawn, Oak Park, Palatine, Schaumburg, and Skokie. Additionally, Cook County serves as the lead entity for the Cook County HOME Consortium which presently includes all municipalities in Cook County except: Arlington Heights, Chicago, Des Plaines, Evanston, Oak Lawn, and Skokie. This [Draft 2015 Annual Action Plan](#) is only applicable to the current jurisdictional boundaries of the Cook County Urban County and HOME Consortium.

### **Stakeholder and Public Consultation Process**

A plan is only as good as the commitment to implementing it by the public, key stakeholders, and local public officials. The goals, strategies, and priorities outlined in this [Draft 2015 Annual Action Plan](#) flow from the extensive and multi-faceted outreach and engagement strategy that spanned 15 months under [Planning for Progress](#). DPD effectively engaged key public, private, and non-profit stakeholders at the Federal, State, regional, and local levels as well as the general public by deploying an array of outreach methods including 20+ formal presentations, 3 interactive sub-regional workshops, web-based surveys, 30+ focus groups, and 4 open house events. This resulted in input from over 2,000 participants regarding local needs, resources, and opportunities for affordable housing, community, and economic development. Approximately 60 written public comments were also received on the draft five-year plan,



which shaped the final version and also informed the development of this [Draft 2015 Annual Action Plan](#). All DPD outreach efforts comply with the County's [Citizen Participation Plan](#), most recently updated and adopted in 2014, and ensure sufficient advance notice via newspaper publication, website posting, and electronic email blast of public review/comment opportunities to a 2,500 member strong email contact list including public hearings. This particular [Draft 2015 Annual Action Plan](#) has also been released publicly for thirty (30) days for review and comment. Comments are being accepted until August 12, 2015. Major components of the plan will be further discussed at EDAC and Cook County Board meetings in July which also offer public comment opportunities. Individuals with disabilities or limited English proficiency are provided related guidance for requesting related accommodations.

### **Summary of Goals, Priorities, and Strategies**

[Planning for Progress](#) and this corresponding [Draft 2015 Annual Action Plan](#) aim to address local needs through the following goals, priorities, and strategies. Note – the overall priority categories are listed below in ranked order from highest to lowest but the subsequent bullet points detailing related goals and strategies are not in any particular order. Additionally, even if a category is identified as a lower priority, resources may still be dedicated to support it as appropriate.

**1) Infrastructure/Public Facilities:** Foster public infrastructure improvements that support other major priorities, including linking residents with jobs, encouraging economic development, and creating a County that is less auto-dependent.

- *Prioritize multi-jurisdictional funding requests*
- *Coordinate multiple infrastructure improvements into single projects*
- *Prioritize projects/programs that address the jobs-housing disconnect*
- *Target infrastructure projects/programs to economic development efforts*
- *Continue to support capital improvements for public facilities*

**2) Business and Workforce Development:** Pursue policies/programs that create an environment for economic growth, particularly in Areas of Need.

- *Continue to implement Partnering for Prosperity*
- *Support current strengths of the workforce development system*
- *Fund the sustainability/expansion of sub-regional manufacturing intermediary approaches to workforce development*
- *Invest in increased on-the-job training and paid work experience programs*
- *Support workforce development activities with targeted supportive services*
- *Coordinate the use of State/Federal incentive programs*
- *Strategically make use of economic development tools*
- *Explore governance reforms that encourage economic efficiency*
- *Support small business creation in Areas of Need*
- *Develop a Section 3, MBE/WBE compliance system*
- *Implement key regional projects/programs*



**3) Housing Development and Services:** Efforts to address the jobs-housing mismatch must include actions that increase the number of affordable housing opportunities in locations with good job access while maintaining the existing housing stock and providing related services in areas of the County where efforts will focus on increasing job opportunities.

- *Preserve/create affordable housing in more affluent job- and transit-rich areas of Cook County;*
- *Preserve the housing stock in disinvested areas*
- *Prioritize projects/programs that link housing and employment*
- *Offer housing counseling as part of an integrated support system for residents*
- *Prioritize projects/programs that link with services*
- *Expand access to housing supply through tenant-based rental assistance*
- *Decrease housing barriers for ex-offenders*
- *Adopt an inclusionary housing ordinance for unincorporated areas*

**4) Non-Housing Services:** Public services will support the County's goals in other areas, particularly increased coordination among funders and providers, the provision of much needed safety net programs, and improved employment opportunities for all people.

- *Advance social service funding collaboration*
- *Prioritize service offerings that link across programs and support subregional efforts*
- *Continue to participate in regional dialogue around the need for a comprehensive referral system*
- *Continue to support collaboration around social service provision to improve efficiency*

**5) Planning and Administration:** Develop the institutional framework both within/around Cook County to support multi-jurisdictional collaboration and improved local capacity and transparency.

- *Build relationships with townships, particularly with regard to public service provision*
- *Deepen connections with local communities as the basis for ensuring the efficient and effective use of Federal resources*
- *Integrate the subregional councils into future funding decisions*
- *Participate in regional discussions around coordinated investment*
- *Encourage communities in Areas of Need to plan*
- *Support efforts to increase municipal capacity and consistency through collaboration/technical assistance*
- *Create partnerships with potential funders, whether public, non-profit, or private*

#### **Primary Point of Contact**

The primary point of contact for inquiries related to [Planning for Progress](#), the [2015-2019 Consolidated Plan](#) or this [Draft 2015 Annual Action Plan](#) is Jennifer Miller, Program Manager, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1072, [jennifer.miller@cookcountyil.gov](mailto:jennifer.miller@cookcountyil.gov).



## AP-15 Expected Resources

### Introduction

*Planning for Progress* reflects the diversity of funding sources that Cook County will tap to support implementation including through this *Draft 2015 Annual Action Plan*. Beyond its annual entitlements (i.e. CDBG, HOME, and ESG), the County has four other major resources that it anticipates will support this plan. It will utilize its corporate funds on an as needed basis to support department operations, particularly associated with staffing for business and workforce development and planning and administration. The County also received \$30 million through HUD’s Section 108 program in 2013 to establish the BUILT in Cook loan fund. The proposed uses of these funds align closely with Planning for Progress and this corresponding Draft 2015 Annual Action Plan. Due to flooding in 2013, Cook County will receive more than \$83 million in disaster relief funds (i.e. CDBG-DR) to advance flood recovery efforts in areas of unmet need. The County developed its plan for the flood funds concurrently with *Planning for Progress*. DPD also administers a number of economic development programs and those programs will also support this plan.

### Anticipated Resources Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
<b>CDBG</b>	public - federal	Infrastructure and Public Facilities, Business and Workforce Development, Housing Services, Non-Housing Services, and Planning and Administration	\$9,592,913	\$100,000	\$0	\$9,692,913	\$38,400,000	Community Development Block Grant (CDBG) funds that support infrastructure & public facilities, business & workforce development, , housing development & services, non-housing services, and planning & administration activities.
<b>ESG</b>	public - federal	Housing Services, Non-Housing Services, and Administration	\$819,584	\$0	\$0	\$819,584	\$2,600,000	Emergency Solution Grant (ESG) funds that support housing development & services and planning & administration activities.
<b>HOME</b>	public - federal	Housing Development and Administration	\$4,171,139	\$60,000	\$0	\$4,231,139	\$16,240,000	HOME Investment Partnerships (HOME) funds that support housing development & services and planning & administration activities.



Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Section 108	public - federal	Economic Development	\$5,000,000	\$0	\$0	\$5,000,000	\$25,000,000	Section 108 funds that support the BUILT (Broadening Urban Investment to Leverage Transportation) fund and related economic development activities.
Other	public - federal	Housing, Infrastructure, Economic Development, Planning and Administration	\$13,000,000	\$0	\$0	\$13,000,000	\$70,616,000	Community Development Block Grant Disaster Recovery (CDBG-DR) funds that support economic development, affordable housing, and community development efforts in response to declared major flooding disasters occurring in Cook County

### Additional Narrative

The over \$280 million in core resources (including the approximate value of corporate tax incentives which are not included above) anticipated over the next five years will leverage almost \$300 million in additional dollars based on the County's historic funding patterns, particularly through matched dollars from HOME, CDBG, and ESG projects. Beyond these core resources and associated leveraging, the County will seek additional funds to support the implementation of this plan. The funds will include competitive funding applications for grants offered by philanthropic and government funders at the Federal, State, regional, and local levels. For example, DPD recently learned that it has advanced to the second and final phase of the National Disaster Resilience Competition which could represent additional resources if the County's application, due in October, is successful. Additionally, DPD maintains strong relationships with the Alliance to End Homelessness in Suburban Cook County (who also operates the local Continuum of Care) and five local public housing agencies including the Housing Authority of Cook County (HACC) who administer additional resources on behalf of suburban Cook County. While DPD does not currently own land or property in suburban Cook County that can be directly used to address the needs identified in this plan, the Cook County Land Bank Authority (CCLBA) and the South Suburban Land Bank and Development Authority (SSLBDA) can and do acquire, retain, and return parcels/properties to productive use within suburban Cook County which is in service of the broader goals of this [Draft 2015 Annual Action Plan](#).



## AP-20 Annual Goals and Objectives

### Overview

All of the policies and strategies in this *Draft 2015 Annual Action Plan* build off of *Partnering for Prosperity* and *Planning for Progress*, which identified many local challenges. Chief among them, that the concentration of job centers in areas of the County far from residents with the highest economic need creates lengthy commutes and depresses household earnings. This situation ties into the topics on which stakeholders felt that DPD should focus, listed in order of priority earlier in this plan. Infrastructure projects and programs need to either better connect residents to jobs or encourage developments that add jobs in areas of high unemployment. Increasing the skill level of the Cook County workforce would ensure that residents are ready to access available job opportunities. Projects and programs need to include technical assistance and economic incentives for development in distressed areas. Affordable housing in higher income areas plays a key role helping low-income households access jobs in suburban employment centers. While initial feedback cited neither social services nor planning and capacity building as high priorities, later focus group discussions highlighted the important role of both topics in supporting the strategies identified in other areas.

This *Draft 2015 Annual Action Plan's* policies and strategies come directly from these *Planning for Progress'* findings and marshal the resources of DPD to spur implementation, framed in five topic areas: Infrastructure and Public Facilities, Business and Workforce Development, Housing Development and Services, Non-Housing Services, and Planning/Administration. Each topic area contains a policy statement that outlines the vision for that topic followed by specific strategies to achieve that vision and ways to measure performance on those strategies. These five areas are supplemented by a discussion of how investment priorities differ by geography (e.g. Areas of Need and Areas of Opportunity) and how DPD will operationalize these strategies in this first corresponding year of implementation.

This *Draft 2015 Annual Action Plan* aims to address local needs through the following policy statements, goals, priorities, and strategies. Note – the overall priority categories are listed below in ranked order from highest to lowest but the subsequent bullet points detailing related goals and strategies are not in any particular order. Additionally, even if a category is identified as a lower priority, resources may still be dedicated to support it as appropriate.

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- *Support efforts to increase municipal capacity and consistency through collaboration/technical assistance*
- *Create partnerships with potential funders, whether public, non-profit, or private*



In accordance with HUD requirements, DPD coordinated heavily with current municipal members of the Cook County HOME Consortium as it specifically related to housing goals, priorities, and strategies under *Planning for Progress*. This consultation and collaboration continues with this *Draft 2015 Annual Action Plan*. This coordination has taken the form of formal briefings and meetings as well as regularly scheduled conference calls and email consultations. Beyond the HUD requirement to coordinate, the County is committed to collaborating with these partner municipalities to ensure that the resulting housing components of this *Draft 2015 Annual Action Plan* appropriately reflect local needs and available resources. Towards this end, the objectives outlined in this plan are broad enough in scope to reflect the wide array of eligible activities to meet needs that vary by sub-region, municipality, and/or neighborhood while still including sufficient geographic targeting to address distinct gaps. While each municipal HOME Consortium member receives their own direct allocation of CDBG and/or ESG funding from HUD and develops their own Consolidated Plan and corresponding Annual Action Plan for that purpose, DPD continues to coordinate with them regarding the proposed deployment of HOME funding to address affordable housing needs throughout suburban Cook County.

### Annual Goals and Objectives

Priority Order	Goal	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding Source and Amount	Goal Outcome Indicators
1	Infrastructure	2015	2016	Non-Housing Community Development	Countywide	Infrastructure and Public Facilities	CDBG	30 - # of projects supported, 10,000 - # of persons assisted, 3- # of businesses assisted
2	Public Facilities	2015	2016	Non-Housing Community Development	Countywide	Infrastructure and Public Facilities	CDBG	12- # of projects supported, 1,200 - # of persons assisted,
3	Business Development	2015	2016	Non-Housing Community Development	Countywide	Business and Workforce Development	CDBG	40 - # of businesses assisted,
4	Workforce Development	2015	2016	Non-Housing Community Development	Countywide	Business and Workforce Development	CDBG	50 - # of persons assisted, 10 - # of businesses assisted,
5	Housing Development	2015	2016	Affordable Housing	Countywide	Housing Development and Services	HOME	350 - # of units constructed, 250 - # of units rehabilitated, 600 - # of units rented, 16 - # of units sold
6	Housing Services	2015	2016	Affordable Housing	Countywide	Housing Development and Services	HOME, ESG	5,000 - # of persons assisted
7	Non-Housing Services	2015	2016	Non-Housing Services	Countywide	Non-Housing Services	CDBG, ESG	25,000 - # of persons assisted
8	Planning and Administration	2015	2016	Planning and Administration	Cook County DPD	Planning and Administration	CDBG, ESG, HOME	5 - # of plans leveraged



## AP-35 Projects

### Sources and Uses Summary

See below for a summary of available funding and overall uses proposed under this *Draft 2015 Annual Action Plan* by Federal funding source and category.

#### *Community Development Block Grant (CDBG)*

<b>Funding Category</b>	<b>Funding Amount</b>
Capital Improvement	\$5,995,830
Public Service (subject to 15% cap)	\$1,408,500
Economic Development	\$270,000
Administration/Planning (subject to 20% cap)	\$1,918,583
<b>TOTAL</b>	<b>\$9,592,913</b>

#### *Emergency Solutions Grant (ESG)*

<b>Funding Category</b>	<b>Funding Amount</b>
Homeless Shelter and Services	\$758,116
Administration (subject to 7.5% cap)	\$61,468
<b>TOTAL</b>	<b>\$819,584</b>

#### *HOME Investment Partnerships Program (HOME)*

<b>Funding Category</b>	<b>Funding Amount</b>
Administration/Planning (subject to 10% cap)	\$417,114
CHDO Set-Aside (subject to 15% minimum)	\$625,671
Housing Development	\$3,128,354
<b>TOTAL</b>	<b>\$4,171,139</b>

### Project Summary

See the following for a summary of specific programs and projects proposed for funding under this *Draft 2015 Annual Action Plan* by Federal funding source and activity type.

#### *CDBG – Planning/Administration*

<b>Recipient</b>	<b>Funding Amount</b>	<b>Target Geography</b>	<b>Description</b>
ALLIANCE TO END HOMELESSNESS IN SUBURBAN COOK COUNTY	\$60,000	Countywide	Planning: Continuum of Care Coordination
THE HUB (FORD HEIGHTS COMMUNITY SERVICE ORGANIZATION)	\$10,000	South	Planning/Administration: Staff salaries for The HUB information, referral and supportive services
SOUTH SUBURBAN MAYORS AND MANAGERS ASSOCIATION	\$140,000	South	Planning/Site Development: Staff Salaries



*CDBG – Economic Development*

<b>Recipient</b>	<b>Funding Amount</b>	<b>Target Geography</b>	<b>Description</b>
APPAREL INDUSTRY BOARD, INC.	\$50,000	South	Economic Development: Salaries for Technical Assistance Microenterprises - Serving Alsip, Lansing & Harvey
THE BUSINESS ENTERPRISE LAW CLINIC AT JOHN MARSHALL LAW SCHOOL	\$60,000	Multiple	Economic Development: Salaries - Program Director and Program Coordinator
VILLAGE OF FRANKLIN PARK	\$90,000	West	Economic Development: Façade Improvements Program
WOMEN'S BUSINESS DEVELOPMENT CENTER	\$70,000	South	Economic Development: Salaries - Project Coordinator, Business Counselors, Trainer

*CDBG – Public Service*

<b>Recipient</b>	<b>Funding Amount</b>	<b>Target Geography</b>	<b>Description</b>
ALL OUR CHILDREN ADVOCACY CENTER	\$43,000	West	Public Service: Staff salaries for an Executive Director/Forensic Interviewer and Therapist/Forensic Interviewer
AUNT MARTHA'S YOUTH SERVICE CENTER	\$18,000	South	Public Service: Staff salaries for Two Case Managers for Homeless Youth
BEDS PLUS	\$20,000	West	Public Service: Staff salaries for Intake & Care Coordinator for BEDS Plus Daytime Support Center, Emmanuel Episcopal Church
BETHEL COMMUNITY FACILITY	\$44,000	South	Public Service: Staff salaries for a Program Director, Case Manager, Housing Counselor and Two Shelter Monitors for GRIPP Emergency Shelter-
BOYS & GIRLS CLUBS OF CHICAGO	\$37,000	South	Public Service: Staff salaries for Three Program Instructors, Program Aid, and Club Manager for Ford Heights Community Learning Center at TIDYE PHILLIPS GRAMMAR SCHOOL
CATHOLIC CHARITIES OF THE ARCHDIOCESE OF CHICAGO	\$20,000	South	Public Service: Staff salaries for Case Manager, Housing Coordinator, Job Developer, Program Director, Case Coordinator for First Stage New Hope Transitional Shelter
CHICAGO WEST COMMUNITY MUSIC CENTER	\$27,000	West	Public Service: Staff salaries for a Teacher, Teacher/Project Manager and a Lead Teacher
CITY-WIDE TAX ASSISTANCE PROGRAM	\$20,000	Countywide	Public Service: Tax assistance for low-income taxpayers
CRISIS CENTER FOR SOUTH SUBURBIA	\$25,000	South	Public Service: Staff salaries for a Community Counselor and Residential Case manager for Domestic Violence Emergency Shelter and Counseling Services.
FORD HEIGHTS COMMUNITY SERVICE ORGANIZATION	\$70,000	South	Public Service: Staff salaries for Executive Director, Housing Counselor, Program Manager, Program Coordinator, and Intake/Receptionist for Comprehensive Homeless Prevention Services



HCP OF ILLINOIS	\$39,000	Countywide	Public Service: Staff salaries for Housing Counselor, Real Estate Specialist, Administrative Assistant and Program Director for Mobility/fair Housing Counseling
HEARTLAND HEALTH OUTREACH, INC.	\$20,000	Countywide	Public Service: Partial staff salaries for Two Community Dietitian for Food and Nutrition Services for Low Income People Living with HIV/AIDS
HOUSING FORWARD (FORMERLY WEST SUBURBAN PADS)	\$44,000	West	Public Service: Support & Outreach Services 1851 S. 9th Ave., Maywood, IL 60153
INTERDEPENDENT LIVING SOLUTIONS CENTER	\$45,000	South	Public Service: Staff salaries for Program Manager, Program Cook, and Two House Monitors for Genesis Place, Evergreen Park
KAN-WIN	\$10,000	North	Public Service: Partial staff salary for an Economic Project Coordinator for Individual Economic Empowerment Project
LAWYERS' COMMITTEE FOR BETTER HOUSING	\$28,000	Countywide	Public Service: Staff salaries for Executive Director, Legal Director, Finance Director, Foreclosure Attorney, Foreclosure Counselor for Tenants in Foreclosure Intervention Project
METROPOLITAN TENANTS ORGANIZATION	\$30,000	South	Public Service: Staff salaries for Associate Director, Two Community Organizers, Lead Organizers, Office Manager for Renter Support in Suburban Cook County
NORTH WEST HOUSING PARTNERSHIP	\$15,000	North	Public Service: Partial staff salaries for Associate Director, Program Manager, Office Assistant, Executive Director for Public Service Housing Counselor, Schaumburg
OAK PARK REGIONAL HOUSING CENTER	\$64,000	West	Public Service: Staff salaries Homeownership Director, Two Homeownership Counselors, Homeownership Assistant, Executive Director for Housing Counseling located at 7701 Madison, Forest Park, IL 60130
OMNI YOUTH SERVICES	\$60,000	North	Public Service: Staff salaries Project Leader, Family Outreach Specialist, Bilingual Counselor, Family Educator for Prospect Heights-Wheeling Family Outreach & Support Program
OPEN COMMUNITIES	\$68,000	North	Public Service: Dir. of Organizing & Advocacy, Director of Fair Housing, Shared Housing Coordinator, Immigrant Integ. Project Dir. for Fair Housing & Housing Counseling Program
PADS to HOPE - JOURNEYS I THE ROAD HOME	\$28,000	North	Public Service: Partial staff salary for Case Manager Homeless Day Center at 1140 E Northwest Highway, Palatine, IL 60074
PARENTHESIS FAMILY CENTER	\$10,000	West	Public Service: Partial staff salaries for teen parent program
PILLARS	\$20,000	West	Public Service: Staff Salaries for a Bilingual Outreach Worker, and Addictions Counselor for Hispanic Outreach and Drug and Alcohol Treatment
PLOWS COUNCIL ON AGING	\$28,000	West	Public Services: Staff Salaries for a Housing Specialist, Housing Caseworker, Assistant Director and Housing Intern for Housing Assistance Activities



PROACTIVE COMMUNITY SERVICES	\$12,000	South	Public Service: Partial staff salaries for Outreach Worker and a Job Development Specialist for Strategies for Effective Workforce Development (SEWD)
REBUILDING TOGETHER METRO CHICAGO	\$70,000	South	Public Service: Staff salaries to support annual Rebuilding Day housing rehabilitation program
RESOURCES FOR COMMUNITY LIVING	\$34,000	North	Housing Counseling and Support Services for People with Disabilities
RESPOND NOW	\$26,000	South	"Public Service: Staff salaries for a Food Pantry Coordinator, Case Manager, Executive Director for Capacity Building-Food Pantry/Case Management"
ROBBINS COMMUNITY HELP AGENCY	\$30,000	South	Public Service: Partial staff salaries for Part-time Program Director, 2 Part-time Outreach Worker, Part-time Clerical Office Assistant
SARAH'S INN	\$20,000	West	Public Service: Staff salaries for Advocacy and Counseling Coordinator for Services to Victims of Domestic Violence
SOUTH SUBURBAN FAMILY SHELTER	\$40,000	South	Public Service: Staff salaries for Two Counselor and Three Court Advocate for Emergency Solutions for Domestic Violence Victims
SOUTH SUBURBAN HOUSING CENTER	\$48,000	South	Public Services: Staff Salaries for a Finance Director, Pre-Purchase Counselor, Delinquency/Foreclosure Counselor, and Rental Counselor/Intake for Comprehensive Fair Housing Counseling and Enforcement Activities
SOUTH SUBURBAN PADS	\$26,000	South	Public Service: Staff salary for SCCF Case Manager for Southland Center for Children and Families (SCCF)
THE CENTER OF CONCERN	\$28,000	North	Public Service: Partial staff salaries for Director of Programs, Two Case Manager and Counselor, Case manager, and Intake Coordinator for Home Sharing and Homeless Prevention
THE HARBOUR, INC.	\$23,000	North	Public Service: Staff salaries for Two Youth Development Specialist, Two Youth Development Specialist Relief for Safe Harbour House Emergency Shelter
THE HUB (FORD HEIGHTS COMMUNITY SERVICE ORGANIZATION)	\$38,000	South	Public Service: Staff salaries for The HUB information, referral and supportive services
THE JOSSELYN CENTER	\$32,500	North	Public Service: Staff salaries for Child Psychiatrist, Director of Clinical Services, 3 Clinician for Comprehensive Psychiatric, therapy and Case Management Service to children
THE RESURRECTION PROJECT	\$24,000	West	Public Service: Partial staff salaries for Home Purchase Manager, Home Purchase Counselor for Homeownership Program, Melrose Park, IL 60160
THE SOUTH SUBURBAN COUNCIL ON ALCOHOLISM AND SUBSTANCE ABUSE	\$25,000	South	Public Service: Staff salary for a Domestic Violence Counselor



TOGETHER WE COPE	\$40,000	South	Public Service: Staff salaries for 4 Intake Workers and a Food Pantry Manager
TURNING POINT BEHAVIORAL HEALTH CENTER	\$35,000	North	Public Service: The Drop-In Center - Mental Health Service
WINGS PROGRAM, INC	\$24,000	North	Public Service: Homeless Shelter

*CDBG – Capital Improvement*

<b>Recipient</b>	<b>Funding Amount</b>	<b>Target Geography</b>	<b>Description</b>
ASPIRE OF ILLINOIS	\$100,000	West	Public Facility - Upgrading Job Training Center
BLUE ISLAND CITIZENS FOR PERSONS W/DISABILITIES	\$80,000	South	Public Facility - HVAC/Water Heaters/Windows/Doors in 4 Group Homes
CHICAGO CHILDREN'S ADVOCACY CENTER	\$100,000	All	Public Facility - Building Renovations
CITY OF BLUE ISLAND	\$200,000	South	Capital Improvement: Street Resurfacing
CITY OF CALUMET CITY	\$153,000	South	Capital Improvement: Street Resurfacing
CITY OF CHICAGO HEIGHTS	\$300,000	South	Capital Improvement: Street Resurfacing
CITY OF HARVEY	\$200,000	South	Capital Improvement: Street Resurfacing
CITY OF HICKORY HILLS	\$150,000	West	Capital Improvement: Sanitary Sewer Replacement
CITY OF MARKHAM	\$200,000	South	Capital Improvement: Watermain/Fire Hydrant Replacement
CLEARBROOK	\$85,000	North	Public Facility - Window Replacement in an Intermediate Care Facility, Rolling Meadows
COMMUNITY SUPPORT SERVICES	\$80,380	West	Public Facility - Roof Replacement (Two Buildings)
GREATER ELGIN FAMILY CARE CENTER	\$41,400	Northwest	Public Facility - Health Center Renovations (HVAC Replacement), Streamwood, IL
LITTLE CITY FOUNDATION	\$110,000	North	Public Facility - Phase II HVAC Repair - Handicapped Center, Unincorporated Palatine
SERTOMA CENTRE, INC.	\$100,000	South	Public Facility - Building Renovations, Matteson, IL
SHORE COMMUNITY SERVICES	\$41,502	North	Public Facility - Replacing Windows and Parking Lot Improvement, Morton Grove, IL
SOUTH SUBURBAN TRAINING REHABILITATION	\$75,000	South	Public Facility - Roof/Doors/Windows and Plumbing Repairs, Chicago Heights, IL
STICKNEY TOWNSHIP	\$100,000	Southwest	Capital Improvement: Street Resurfacing



UCP SEGUIN OF GREATER CHICAGO	\$80,000	West	Public Facility - Renovations to Group Homes
VILLAGE OF BELLWOOD	\$150,000	West	Capital Improvement: Alley Resurfacing
VILLAGE OF BRIDGEVIEW	\$75,000	Southwest	Capital Improvement: Street Resurfacing
VILLAGE OF BROADVIEW	\$130,000	West	Capital Improvement: Alley Resurfacing
VILLAGE OF BURNHAM	\$75,000	South	Capital Improvement: Street Improvements
VILLAGE OF DIXMOOR	\$200,000	South	Capital Improvement: Street Resurfacing/Watermain Replacement
VILLAGE OF DOLTON	\$200,000	South	Capital Improvement: Street Resurfacing
VILLAGE OF EVERGREEN PARK	\$100,000	Southwest	Capital Improvement: Water/Sewer Improvements
VILLAGE OF FORD HEIGHTS	\$200,000	South	Capital Improvement: Street Resurfacing
VILLAGE OF FOREST PARK	\$170,000	West	Capital Improvement: Alley Resurfacing
VILLAGE OF GLENWOOD	\$100,000	South	Capital Improvement: Watermain Replacement
VILLAGE OF HODGKINS	\$120,000	West	Capital Improvement: Street Light Rehabilitation
VILLAGE OF LANSING	\$200,000	South	Capital Improvement: Street/Alley Resurfacing
VILLAGE OF MCCOOK	\$225,000	West	Capital Improvement: Street Improvements
VILLAGE OF MIDLOTHIAN	\$200,000	South	Capital Improvement: Street Resurfacing
VILLAGE OF PHOENIX	\$265,600	South	Capital Improvement: Install Generator/Roof Repairs - Multi-Purpose Center
VILLAGE OF RICHTON PARK	\$329,600	South	Capital Improvement: Water/Sewer Improvements
VILLAGE OF RIVER GROVE	\$200,000	Northwest	Capital Improvement: Alley Resurfacing
VILLAGE OF RIVERDALE	\$200,000	South	Capital Improvement: Alley Resurfacing
VILLAGE OF ROBBINS	\$146,775	South	Capital Improvement: ADA Elevator Repair
VILLAGE OF STONE PARK	\$237,573	West	Capital Improvement: Street Resurfacing/Watermain Replacement
VILLAGE OF SUMMIT	\$200,000	West	Capital Improvement: Street/Sidewalk Resurfacing
WORTH TOWNSHIP	\$75,000	South	Public Facility - Senior Center Improvements



Recipient	Funding Amount	Target Geography	Description
Alliance to End Homelessness in Suburban Cook County	\$37,000	Countywide	HMIS Data Coordination
Aunt Martha's Youth Service Center	\$12,000	South	Continue funding operations of youth shelters in Riverdale and Midlothian.
BEDS Plus Care, Inc.	\$38,000	West	Funding for Homelessness Prevention, Rapid Re-housing, and Emergency Shelter for shelter and services in southern area of western suburbs
Bethel Community Facility	\$19,500	South	GRIPP Emergency Shelter and Homeless Prevention Program
Catholic Charities of the Archdiocese of Chicago	\$60,000	Countywide	Providing stabilization and housing services for households that are at risk of becoming homeless and homeless households throughout all of suburban Cook County.
Connections for the Homeless, Inc.	\$13,000	North	Funding for Rapid Re-housing and Street Outreach efforts in the northern suburbs
Crisis Center for South Suburbia	\$54,000	South	Funding for south suburban Domestic Violence shelter operations and Rapid Re-housing costs.
Ford Heights Community Service Organization	\$18,000	South	Request for funding for services and financial assistance for Homelessness Prevention in south suburbs
Housing Forward (formerly West Suburban PADS)	\$92,000	West	Funding for Homelessness Prevention, Rapid Re-housing, Street Outreach, and Emergency Shelter for persons who are homeless or at risk of becoming homeless in the northern portion of the western suburbs.
Northwest Compass, Inc.	\$28,000	North	Homeless Prevention and Street Outreach assistance for individuals and families in the northern suburbs.
Options for Housing	\$20,000	Countywide	Requesting funding for call center operations and staff to coordinate call center for Continuum; part of Coordinated intake.
PADS to Hope	\$21,500	North	Requesting funding for day shelter, overnight shelter, staff salaries for case managers, transportation, insurance costs, job training, and other essential services for homeless persons in the northern suburbs.
Partners in Community Building, Inc. (PICB)	\$25,000	South	Street Outreach services for veterans in the south suburbs.
Pillars Community Services	\$20,000	West	Funding for Domestic Violence Shelter operations in west suburbs.
Respond Now	\$30,000	South	Funding for Rapid Re-housing, Street Outreach, and Homeless Prevention services for persons from southern and southeastern Cook County.
South Suburban Family Shelter	\$34,000	South	Homelessness Prevention, Rapid Re-housing, and Emergency Shelter services for women fleeing from domestic violence in the south suburbs.
South Suburban PADS	\$82,000	South	Provide Emergency Shelter services in the south suburbs, along with Rapid Re-



			housing, Street Outreach, and Homelessness Prevention services.
The Center of Concern	\$19,000	North	Case management and financial assistance for households who are homeless or at risk of becoming homeless in the northern suburbs.
The Harbour, Inc.	\$23,000	North	Emergency shelter funding and case management for female youth in north suburbs.
Together We Cope	\$59,616	South	Provide Homelessness Prevention Services and Financial Assistance as well as Rapid Re-housing Services and Financial Assistance for households in the southern suburbs.
WINGS Program Inc.	\$52,500	South	Emergency shelter funding for women and their children fleeing domestic violence in the northern suburbs.

*HOME – Affordable Housing Development*

DPD maintains a robust pipeline of eligible HOME projects which is continually evolving. HOME funds are often provided as gap financing and most projects are contingent upon other public and private funding resources. As the HOME funding application cycle is rolling with applications accepted throughout the year, DPD brings projects to the EDAC and/or Cook County Board for individual review and consideration for approval after eligibility review and underwriting have been completed. These meetings also function as public hearings and offer an opportunity for public comment on proposed projects. DPD also requires that proposed projects have local community and municipal support before providing formal approval. While each municipal HOME Consortium member receives their own direct allocation of CDBG and/or ESG funding from HUD and develops their own Consolidated Plan and corresponding Annual Action Plan for that purpose, DPD continues to coordinate with them regarding the proposed deployment of HOME funding to address affordable housing needs throughout suburban Cook County. If the proposed project is located within the jurisdiction of a current HOME Consortium member, additional consultation occurs to ensure the proposal is aligned with local needs and priorities.

HUD very recently released policy guidance regarding a new protocol regarding HOME funding commitment and expenditures which previously operated on a “first in, first out” protocol. In light of this guidance, DPD is currently re-evaluating its pipeline to determine which projects are most suitable for funding with 2015 dollars to ensure compliance with these new requirements.

Additionally, the Illinois Housing Development Authority (IHDA) is in the process of considering substantial revision to their Qualified Allocation Plan (QAP) which governs Low-Income Housing Tax Credit (LIHTC) allocations. These sources often constitute a significant portion of financing for projects for which the County also contributes gap HOME funding. As such, related revisions may impact County HOME resource allocation methodologies.

For these reasons, as well as the fact that the County has two years to commit and four years to expend HOME funds, a detailed 2015 HOME funding project list is not included at this time. However, as the County updates and refines this pipeline, it will consult and coordinate with HOME Consortium members as appropriate and keep HUD sufficiently informed as to the proposed usage of related dollars including but not limited to 2015 funds.



## Description of Allocation Priorities

The allocation priorities for this *Draft 2015 Annual Action Plan* flow directly from the five-year goals, priorities, and strategies outlined in *Planning for Progress*, inclusive of the *2015-2019 Consolidated Plan*, which were based on extensive stakeholder and public consultation/input as well as thorough data compilation and analysis of local needs and resources. Both the five year and annual plans are submitted to HUD on the same due date in mid-August and will not formally take effect until October 1, 2015 subject to HUD approval. Given this timing, Cook County ensured that the *Draft 2015 Annual Action Plan* is consistent with the *2015-2019 Consolidated Plan* but did not significantly alter its funding policies and practices for this first implementation year. Essentially, this *Draft 2015 Annual Action Plan* is somewhat transitional in scope as *Planning for Progress* represents a paradigm shift in how the County plans for and allocates resources. Cook County expects to further revamp its internal operations, programmatic framework, and funding cycle in 2015 to better address local needs and more efficiently deploy limited available resources for the remainder of the five-year Consolidated Plan cycle.

## Obstacles in Addressing Underserved Needs

*Planning for Progress* provided comprehensive data on local needs including those of traditionally underserved and most vulnerable populations. However, the key obstacle to addressing these needs remains limited available financial resources. CDBG, ESG, and HOME funding have shrunk over the years making it difficult to maintain the level of planning, development, and services required to have a significant community impact. This Federal funding trend is likely to continue and worsen as time goes on. As such, the County is continually exploring additional philanthropic and government funding, partnership, and internal restructuring options so that it can maximize the limited resources currently at its disposal.

## AP-50 Geographic Distribution

An important component of *Planning for Progress* and this corresponding *Draft 2015 Annual Action Plan* is strategically targeting County investments to specific geographies. While the plans' goals are designed to stimulate economic growth and equity throughout Cook County, particular types of investment are preferred for certain geographies given the underlying market conditions. Throughout the development of *Planning for Progress*, stakeholders identified roughly two different types of areas: those that have good access to jobs and/or residents with higher incomes (predominantly in north and southwest Cook County) and those with lower incomes, higher levels of unemployment, and higher levels of poverty (mostly in south and west Cook County). Stakeholders called for different approaches to these areas. More affluent locations should be places where additional affordable housing would most benefit the communities and the new residents. Distressed areas should be focuses for economic, workforce, and service development. Infrastructure was viewed as the supporting framework for this targeting regardless of market type.

Defining areas in this way is very similar to those used in the Fair Housing Equity Assessment (FHEA) recently created by CMAP. As such, the FHEA's "opportunity index" will inform DPD's resource allocation. The FHEA's designation of "opportunity" is comprised of HUD's Housing Stability Index, School Proficiency Index, Job Access Index, and Transit Access Index, as well as median home values,



post-high school degree attainment, unemployment rate, poverty rate, mean travel time to work, and property values. Each data set in the index was divided into quintiles, with the scores for each U.S. Census tract averaged to determine an opportunity score. This score ranges from one to five. Disadvantaged areas have lower scores, while affluent areas have higher scores. While DPD will consider the individual merits of each application in making funding decisions, it will generally prioritize economic development, workforce development, housing rehabilitation, and public service activities in lower ranked areas (Areas of Need) and affordable housing development and preservation efforts in higher ranked areas (Areas of Opportunity). Infrastructure funding will knit these priorities together regardless of geography, with a particular focus on transit access.

DPD efforts will reference and incorporate other ongoing targeting efforts, such as The Chicago Community Trust's Opportunity Hubs and World Business Chicago's Capital Access Centers, and the implementation of other key Cook County Plans such as Connecting Cook County - a long-range transportation plan and the Cook County Forest Preserves' Centennial Campaign.

Finally, the types of funding provided by the County will differ by geography, with financing, such as Section 108 likely used in the strongest market areas (Areas of Opportunity) and grants and other lower-cost financing options deployed in weaker markets (Areas of Need).

Additionally, as noted earlier, some suburban municipalities who are also members of the Cook County HOME Consortium also receive their own entitlement CDBG and/or ESG funds directly from HUD and make their own funding decisions. However, DPD continues to coordinate with these communities to ensure that HOME funding is appropriately deployed geographically to meet varying local needs.

### **AP-55 Affordable Housing**

#### **Overview**

As noted in *Planning for Progress*, the suburban Cook County housing market faces several challenges including a strong jobs-housing mismatch, an insufficient supply of affordable housing, disproportionate location of affordable housing in communities with higher concentrations of poverty and racial/ethnic segregation, a rapidly aging population with unique housing needs, aging housing stock in need of repair and probable lead-based paint abatement, declining home values, rising property taxes, and an increasing number of cost-burdened households, particularly among renters, across all income levels. There are geographic distinctions as well. The strongest housing markets are generally located in northern and southwestern suburban Cook County while the weakest markets are largely concentrated in the west and south sub-regions. Additionally, existing affordable housing is mostly concentrated in south and more limited in north and west suburban Cook County. Senior citizens, disabled persons, unaccompanied youth, veterans, and ex-offenders also have special housing needs.

In order to address the aforementioned needs, DPD will deploy its HOME funding to support affordable housing development including single- and multi-family housing and to meet the needs of current or prospective homebuyers, homeowners, or renters. In the south suburbs, resources will likely be more focused on rehabilitation of existing, already affordable housing stock whereas in the north and west, funds will likely emphasize construction of new housing that is affordable. DPD will continue to support



affordable housing development that serves special needs groups including but not limited to permanent supportive housing projects. DPD will also continue to assist the State of Illinois in satisfying the conditions of several consent decrees which aim to transition persons from institutional care to independent living in coordination with other stakeholders and the development community. Collaboration and coordination with the local public housing authorities including HACC, the Continuum of Care, and municipal members of the Cook County HOME Consortium will also be ongoing to ensure proposed developments appropriate meet local needs and help to enable or enhance access to housing that is decent, safe, sanitary, and affordable.

### Housing Specific Goals

One Year Goals for the Number of Households to be Supported	
Homeless	40
Non-Homeless	400
Special-Needs	160
<b>Total</b>	<b>600</b>

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	350
Rehab of Existing Units	250
Acquisition of Existing Units	0
<b>Total</b>	<b>600</b>

### AP-60 Public Housing

#### Planned Actions to Address Public Housing Needs

Within Cook County boundaries, there are 5 public housing authorities (PHA) currently operating: Housing Authority of the County of Cook (HACC), Maywood Housing Authority, Housing Authority of the Village of Oak Park, Housing Authority of the Town of Cicero, and Housing Authority of Park Forest. HACC is the largest of the group and covers all of suburban Cook County with the exception of Cicero, Maywood, Oak Park, and Park Forest. Only HACC and the Housing Authority of the Village of Oak Park own and operate public housing units. The remaining PHAs only provide tenant-based assistance. Within the approximately 8,500 housing units within suburban Cook County, approximately 1/4 of them are PHA owned and managed, largely through HACC. Tenant-based vouchers still vastly outweigh project-based vouchers across all the PHAs. HUD data indicates approximately 12,500 residents hold Housing Choice Vouchers, about 1.5 percent of all households in suburban Cook County.

DPD consulted frequently with local PHAs in the development of *Planning for Progress* which also informed this corresponding *Draft 2015 Annual Action Plan*. Related consultations included information and data sharing related to current needs, PHA capacity to fulfill related needs through physical housing unit provision, rental assistance, and provision of other services. Specifically, DPD and HACC are strong partners and collaborate often around programming and funding opportunities. Respective leadership meets weekly to discuss needs, available resources, and coordination opportunities. HACC is informed of County-funded affordable housing developments as they come online for client referral purposes and the County is able to refer individuals in need of housing assistance to HACC. Several County funded



projects also have HACC project-based vouchers or are participants in the Rental Assistance Program (RAD) which allows HACC to utilize private debt to finance renovation of existing public housing. Both DPD and HACC coordinate and partner with the local Continuum of Care through the Alliance to End Homelessness in Suburban Cook County to ensure that persons who are homeless or at-risk of homelessness can access PHA resources where eligible. DPD and HACC have also partnered on various competitive funding applications to bring additional resources to Cook County. Through implementation of both the [2015-2019 Consolidated Plan](#) and this corresponding [Draft 2015 Annual Action Plan](#), DPD will work diligently to forge equally strong relationships with the other PHAs.

As an outgrowth of [Planning for Progress](#), DPD is also exploring coordination opportunities related to integrated Section 3, Minority- and Women-Owned Business Enterprise (MBE/WBE) compliance which aim to ensure access to contractual opportunities for traditionally disadvantaged businesses and individuals. Information sharing or a common database of eligible and/or certified businesses and persons could help to create significant employment opportunities for low-income and minority residents, thereby improving job access, as well as facilitate improved compliance with HUD requirements. DPD has already initiated related consultations with prospective partners including HACC, the Chicago Housing Authority (CHA), the Chicago Cook Workforce Partnership, and City of Chicago around potential coordination. These consultations are expected to continue and expand in 2015.

### **Proposed Actions to Encourage PHA Resident Involvement in Management and Homeownership**

Cook County will continue to coordinate with HACC and the other local PHAs to encourage resident involvement in PHA operations and public housing property management. Previously, DPD partnered with HACC to conduct resident outreach and promote resident engagement and involvement in local strategic planning processes and community visioning charrettes. This collaboration will continue under the [Draft 2015 Annual Action Plan](#). The aforementioned partnership around exploration of joint Section 3 compliance systems can also help facilitate resident engagement. Cook County and HACC already share information regularly to link persons seeking housing or housing assistance with respective available resources including the Family Self Sufficiency (FSS) program which offers a path to homeownership.

### **PHA Troubled Status**

This item is not applicable as none of the PHAs located within Cook County boundaries are designated as troubled to DPD's knowledge.

## **AP-65 Homeless and Other Special Needs Activities**

### **Introduction**

The Alliance to End Homelessness in Suburban Cook County (the Alliance) is the nonprofit organization responsible for planning and coordinating homeless services and housing options in suburban Cook County and leads the local Continuum of Care (CoC). As the CoC, the Alliance coordinates annual funding applications for and distribution of HUD Shelter plus Care (S+C) and Supportive Housing Program (SHP)



dollars to address the needs of homeless persons and those at risk of homelessness throughout suburban Cook County. DPD and the Alliance coordinate regularly and extensively regarding County programming and ESG funding deployment. Broadly speaking, homelessness in suburban Cook County is rising overall with a growing number of homeless families. Based on the restrictive nature of the Federal definition of homelessness and the limitations of counting methodologies, the actual level of homelessness in suburban Cook County is likely significantly higher than believed. Many homeless persons also struggle with serious mental illness and/or substance abuse. Ex-offenders and veterans are also at greater risk for homelessness. Exorbitant housing costs (particularly rental), diminished employment opportunities, and limited transit options also play a role. Homelessness is nearly equally prevalent between Caucasians and African-Americans and significantly lesser so among other racial groups. Persons self-identifying as non-Hispanic are homeless at much higher rates than Hispanic persons. Among the homeless that are housed, shelters serve more than three quarters and transitional housing serves two-thirds. Since the Alliance was founded, the supply of permanent supportive housing has quadrupled, while chronic homelessness has decreased by almost two-thirds due in part to the success of the national 100,000 Homes Campaign and stimulus funding for homeless prevention and rapid re-housing.

### **One-Year Goals/Actions for Reducing/Ending Homelessness**

Cook County coordinated extensively with the Alliance during the development of *Planning for Progress*. As noted in *Planning for Progress*, the Alliance recently completed a strategic plan which provided a comprehensive overview of homeless prevalence, needs, and related goals, strategies, and priorities. Much of this content has been adopted by *Planning for Progress* and will inform DPD's programming and resource allocation including under this *Draft 2015 Annual Action Plan*.

Outreach and engagement of homeless persons, especially the unsheltered, and assessment of their individual needs is incorporated in Cook County's ESG annual funding process. DPD requires all ESG funding recipient agencies to involve homeless or formerly homeless persons in policy making roles and provides guidance and technical assistance to help facilitate this engagement. Related levels of involvement factor into DPD scoring of their ESG funding applications and impact resulting resource allocations. Additionally, DPD will also continue to support homeless outreach activities with ESG funding under this *Draft 2015 Annual Action Plan*.

Under this *Draft 2015 Annual Action Plan*, Cook County will aim to address the emergency shelter and transitional housing needs of homeless persons through the deployment of ESG resources to agencies that provide said housing options as noted earlier in the Project Summary. Additionally, Cook County remains committed to helping homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living as well as to shorten the period of time that individuals and families experience homelessness. Towards this end, DPD will continue to make linkages between persons in need of housing or housing assistance and available resources through the HOME and ESG programs. For example, information on available affordable housing units supported by the HOME program is made available to ESG staff that coordinates with the Alliance to disseminate related information. Cook County also will continue to provide funding for the development of affordable



housing development including but not limited to permanent supportive housing to ensure there is sufficient housing stock to meet related needs. In order to shorten the period of time that individuals and families experience homelessness, Cook County will also continue to support rapid-re-housing assistance that helps participants quickly obtain and sustain stable housing through the ESG program. Additionally, Cook County will continue to partner with the Alliance to support their Zero:2016 work which aims to end veteran and chronic homelessness in suburban Cook County.

DPD will also continue to partner with the Alliance to make sure prospective clients are referred to and provided the most critical and effective housing and supportive services including those funded by CDBG, ESG, and HOME resources. In an attempt to reduce gaps in service and ensure that persons being discharged from institutions, systems of care, or with terminating assistance from agencies that address housing, health, social services, employment, education, or youth needs, Cook County and the Alliance are heavily focused on facilitating coordinated entry. While a formal coordinated entry system does not currently exist, under this [Draft 2015 Annual Action Plan](#), DPD is dedicating some ESG resources to support the Alliance's efforts to develop and implement coordinated entry. This system, once operational, will help persons who are currently homeless or at imminent risk of homelessness access housing, services, and other resources.

#### **AP-75 Barriers to Affordable Housing**

As noted in [Planning for Progress](#), Cook County faces several barriers to affordable housing including but not limited to heavy regulation of zoning, land use, and development which varies widely by municipality, lack of awareness, understanding, and/or enforcement of fair housing requirements, increasingly high and disproportionate commercial and residential property tax burdens, rising costs of affordable housing development, and community opposition or general lack of community support for affordable housing. Identifying barriers and developing related solutions is particularly challenging given that Cook County is home to 130+ municipalities, various townships, and other jurisdictional structures. Additionally, the majority of municipalities are home-rule jurisdictions which limit County control over related policies. Reviewing regulatory barriers is challenging because they are constantly changing, as well. Most communities do not take a comprehensive, communitywide, strategic approach to land use and building codes.

DPD is pursuing several strategies to mitigate barriers to affordable housing. Given its role as a taxing body, the County has formed a task force to reexamine the use and availability of commercial and residential tax incentives to help mitigate related costs while promoting economic growth. Additionally, Cook County recently updated and simplified its building code which covers unincorporated areas and is hopeful that municipal jurisdictions will also adopt it for application to their communities. Under [Planning for Progress](#), the County expressed interest in considering an inclusionary housing ordinance. It is expected that during the five-year implementation process, Cook County will convene relevant stakeholders including public officials along with the real estate and development industries to explore this issue further.

As the County continues to implement its [2012 Analysis of Impediments to Fair Housing \(AIFH\)](#), it is working with the Chicago Area Fair Housing Alliance (CAFHA) to assess continuing fair housing needs, gauge current County and municipal compliance levels, and offer provide informational resources and



technical assistance to municipalities, organizations, or individuals seeking assistance. The Cook County Human Rights Commission is also a partner in this effort. In recent years, the Commission spearheaded County inclusion of source of income in its protected classes and is currently exploring pursuit of substantial equivalency, a HUD designation that would provide them with enhanced fair housing complaint intake authority.

### AP-85 Other Actions

As noted in *Planning for Progress*, participants identified four areas of action, all through a broader economic development lens. Infrastructure was the highest ranked priority. Respondents identified a need for infrastructure that promotes economic development and supports public and active transportation, including better maintained bus shelters, more bicycle lanes, and safer crosswalks. The overarching goal of such improvements should be to create a County that is less automobile dependent, shifting to transit-oriented development, and connects people with jobs. South Cook respondents, in particular, felt that infrastructure projects should help attract and retain businesses and jobs. Many participants expressed interest in skilled labor training and programs for all residents, with particular emphasis upon serving low-income people, non-college bound youth, people with disabilities, women, veterans, and ex-offenders. Programs should help people obtain and retain employment in key industrial clusters. South suburban Cook participants stressed the importance of strengthening workforce development near accessible transit and offering low-cost transportation options to areas of employment. For the most part, stakeholders would like to see the County support business development programs with additional targeting for small businesses (Federally defined as 500 employees or less), including entrepreneurial initiatives in low- and moderate-income communities and areas with high rates of unemployment. Many felt that such efforts should be supplemented with tax incentives and loans targeting business owners and operators within economically depressed areas. Many people focused on Cook County's current taxing structure, noting that it encourages businesses to relocate outside of Cook County. While stakeholders discussed the importance of affordable housing, the best ways to make units available or affordable varied greatly. Numerous people brought up the mismatch between the location of affordable housing in the region and areas with access to employment. Some individuals noted that existing affordable housing is concentrated in south Cook and limited in north and west Cook. Respondents placed great importance on affordable housing development as a priority for the County, stressing that it should be targeted towards disadvantaged populations including ex-offenders, seniors, people with disabilities, and unaccompanied youth.

The comments DPD received on *Planning for Progress* highlighted the interconnected nature of these topics. While traditional social services were not initially identified as a high need, subsequent consultations revealed a need for complementary social services that are more effectively integrated with economic development strategies as well as supportive services linked with housing. This feedback was aligned with overall stakeholder and public input for *Planning for Progress*, which emphasized how County policies and funding decisions can impact job access and economic growth.

Broadly speaking, needs far outstrip available resources in suburban Cook County. As such, *Planning for Progress* and this corresponding *Draft 2015 Annual Action Plan* will help build and sustain relationships with other entities (non-profit, for-profit, and public) to increase the resources arrayed against identified



issues. As outlined in *Planning for Progress*, evolving market realities and demographic changes over the past several years justify a new approach to addressing local needs. Related strategies will tie directly to needs. More affluent locations will be targets for affordable housing in locations most beneficial to communities and new residents. Distressed areas will be focus areas for economic, workforce, and service development. Infrastructure funding will knit these priorities together regardless of geography, with a particular focus on transit access.

In alignment with the goals of *Planning for Progress*, under this *Draft 2015 Annual Action Plan*, CDBG funds will be deployed to support planning, administration, infrastructure improvements, public facilities, and social services activities. ESG resources will support homeless prevention and intervention work through administration, outreach, shelter, and supportive services. HOME funds will be utilized to develop affordable housing. All three funding sources will be allocated in a targeted and coordinated manner.

### Meeting Underserved Needs

Cook County initiated *Planning for Progress*, which also informs this corresponding *Draft 2015 Annual Action Plan*, to:

- Build off previous planning efforts. Many entities, including Cook County and CMAP have done substantial work on the topics covered by this plan, particularly through *GO TO 2040* and *Partnering for Prosperity*.
- Support regional initiatives. While *Planning for Progress* is not regional in scope, it has significant potential to produce positive regional impacts in alignment with other strategic initiatives such as the Chicago Metro Metals Consortium and the Metro Chicago Export Initiative.
- Allocating new resources. *Planning for Progress* will incorporate newer resources such as Section 108 and CDBG-DR.
- Declining annual Federal entitlement funding. Cook County's annual Federal entitlement funds have declined by almost 1/3 over the last decade. While Section 108, CDBG-DR, and potential resources through future funding applications can offset these declines, they are one-time allocations. By investing its funds in the issues and locations that matter the most to stakeholders, DPD can make best use of limited available resources.
- Revamping historic funding models. This plan represents a fresh look at funding priorities, target areas, and allocation processes. *Planning for Progress* embodies new and redefined strategies that will more effectively focus dollars on high priority programs, projects, and geographies through a coordinated, collaborative approach.
- Strong leadership. Cook County President Preckwinkle established economic development as a major focus of her administration. She created the Cook County Bureau of Economic Development (CCBED) and convened the Cook County Council of Economic Advisors (CEA), a group of accomplished business and civic leaders, to advise the County on long-term economic growth strategies.
- Seeking additional resources. Needs far outstrip resources in Cook County. This plan will help build and sustain relationships with other entities (non-profit, for-profit, and public) to increase the resources arrayed against identified issues.



- Changing demographics and market conditions. As outlined further in this plan, evolving market realities and demographic changes over the past several years justify a new approach to addressing local needs.

There are a variety of underserved needs in Cook County that DPD aims to address as noted in *Planning for Progress* and earlier in this *Draft 2015 Annual Action Plan*. *Planning for Progress* integrates the disparate array of geographies required by Federal regulations. The Con Plan generally covers the portions of Cook County outside of Chicago, known as “suburban Cook County.” Some suburban municipalities receive their own entitlement funds directly from HUD and make their own funding decisions. However, the County still coordinates with these communities. Despite the complicated geographic arrangements through which Federal funds are distributed, *Planning for Progress* recognizes the value of establishing investment priorities and implementation strategies. The plan’s strategic vision can aid all jurisdictions in determining what funding sources are appropriate to implement the programs and projects desired.

*Planning for Progress* is a living document, whose principles are designed to work alongside changing needs, demographics, market conditions, and resources. Using the tools available (namely taxation, regulation, and the provision of public goods), the County can influence market activity. Through its offices and departments, the County administers funds or tools such as infrastructure investments, property tax abatements, and Federal grant programs. Cook County can also use its position as a major employer, purchaser, and property owner. A cohesive and coordinated planning effort will enable DPD to deploy Federal funding more efficiently to meet countywide needs over the next five years and position the County for long-term sustainable economic growth - one that is equitable and reduces jobs-housing mismatch, reinforces local tax bases, and is more resilient to future market fluctuations. Moreover, it positions DPD to better address the needs of the historically underserved. This *Draft 2015 Annual Action Plan* is the first implementation step in that direction.

### **Actions to Foster/Maintain Affordable Housing**

As noted earlier, the County will continue to support affordable housing development whether through new construction or rehabilitation to ensure appropriate access. The County also remains an active member of the Preservation Compact which is dedicated to preserving affordable housing, particularly units that are at risk of loss of affordability due to tax credit expirations, etc. Additionally, Cook County regularly participates in an interagency coordinating group with the Illinois Housing Development Authority (IHDA) and the City of Chicago to discuss joint compliance around maintaining affordable housing and to troubleshoot struggling jointly-funded projects to ensure long-term viability.

### **Actions to Reduce Lead-Based Paint Hazards**

As noted in *Planning for Progress*, a significant portion of the housing stock in suburban Cook County was constructed prior to 1978 and is presumed to contain lead-based paint which is a public health hazard and can be particularly dangerous for small children. West and North suburban Cook County face the biggest challenge in this regard as they contain the oldest housing stock constructed prior to 1940. In developing *Planning for Progress*, DPD consulted heavily with the Cook County Department of Public



Health (DPH). DPH was established in 1945 and is the state-certified public health agency for Cook County with the exception of Chicago, Evanston, Oak Park, Skokie, and Stickney Township. It serves approximately 2.5 million residents in 124 municipalities and strives to meet public health needs through effective and efficient disease prevention and health promotion programs. DPH offers an array of services to address LBP hazards through its Lead Poisoning Prevention and Healthy Homes Unit. Children with blood test results of 10µg/dL and higher or with a physician's order receive an in-home LBP inspection. Those with blood test results of 20µg/dL and higher also receive a home visit from a nurse. Through partnerships with the Community and Economic Development Association (CEDA), City of Chicago Department of Public Health, Evanston Health Department, and Illinois Department of Public Health, DPH also provides funding to qualified landlords to correct LBP hazards. Funding is also available for local governments and non-profit organizations to expand programs to control LBP hazards in eligible housing.

DPD and DPH will continue to coordinate to explore competitive funding opportunities related to LBP outreach/education, hazard reduction, and remediation. Additionally, Cook County will ensure that housing development funding recipients have knowledge of and demonstrated capacity to work with other rehabilitation resources, including the County's lead based paint and radon testing programs and energy efficiency programs operated by private and non-profit firms. They will need to document how they will incorporate the best practices associated with HUD's Healthy Homes program, thereby reducing environmental hazards in rehabilitated units. Consistent with other County policies, the most effective housing rehabilitation programs would be those that link with other social services, including housing counseling. DPD will incorporate lead based paint requirements into its housing rehabilitation programs and ensure that related requirements regarding assumptions of lead and asbestos in pre-1978 structures and also reflect mitigation/abatement requirements in funding application forms, policies, and procedures, and written agreements. Moreover, DPD will also ensure that related requirements are articulated early and clearly and facilitate compliance throughout project development.

### **Actions to Reduce Poverty**

Cook County is no exception to the national trend of the increasing suburbanization of poverty as noted by Brookings and as highlighted in the book *Confronting Suburban Poverty in America*. The County continues to partner with the Chicago Cook Workforce Partnership to connect employers and job seekers as gainful employment can play a significant role in poverty reduction. Additionally, all of DPD's programs and projects supported by CDBG, ESG, or HOME funds are intended to improve the economic, social, and housing outcomes for low and moderate-income beneficiaries which can help alleviate poverty.

### **Developing Institutional Structure & Enhancing Coordination - Public/Private Housing & Social Services**

As noted in *Planning for Progress*, Cook County is exploring in concert with other stakeholders the possibility of bringing a 211 social service referral system to the Chicago metropolitan region. Cook County is also having initial discussions with other Federally-funded agencies regarding the feasibility of joint Section 3 compliance. Additionally, DPD is working with the Alliance to develop and implement a coordinated entry system for the homeless population.



## AP-90 Program Specific Requirements

### Community Development Block Grant Program (CDBG)

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	32,151
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>32,151</b>

### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	90%

*\*\* Specific only to Program Year 2015*

### HOME Investment Partnerships Program (HOME)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

HOME funds for development purposes are provided exclusively as low-interest or deferred loans to non-profit or private developers.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Cook County utilizes recapture provisions in relation to all homebuyer activities. Related provisions are drawn from Cook County's current policies and procedures manual created in 2013 and recently updated in 2014 based on the new HOME regulation. Related requirements are also mirrored in funding recipient agreements.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds?

Cook County utilizes recapture provisions in relation to all activities. Related provisions are drawn from Cook County's current policies and procedures manual created in 2013 and recently updated in 2014 based on the new HOME regulation. Related requirements are also mirrored in funding recipient agreements.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

Cook County does not anticipate it will utilize HOME funds for this purpose as they are already quite



limited.

### **Emergency Solutions Grant (ESG)**

1. Include written standards for providing ESG assistance

A summary of related written standards may be furnished upon request.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

As noted earlier, a coordinated entry system is currently being developed.

3. Identify the process for making sub-awards and describe how the ESG allocation is available to private nonprofit organizations (including community and faith-based organizations).

ESG funds are allocated based on an annual competitive funding cycle. Related funding applications and guidance are published online in the early part of the year. Funding application availability is publicized via e-blast to current and prospective applicants as well as through presentations to Continuum of Care leaders and members. A pre-application workshop is also conducted to clarify related requirements and processes. Applicant eligibility is restricted to 501(c)3 non-profit organizations serving homeless persons ( and/or persons at risk of becoming homeless) in suburban Cook County. Matching funds are required, minimum and maximum funding application requests thresholds, and other restrictions also apply. DPD also coordinates with the Alliance, specifically through its Prevention Committee, to discuss anticipated funding allocation proportions by program component. These are subject to change based on available data, perceived needs, and other relevant feedback. Once applications are received they are reviewed for eligibility/capacity and related site visits are conducted. Individual and small groups of DPD staff review and rate each application based upon specified criteria resulting in an average score. Preliminary funding recommendations are then developed and subject to further review/approval by DPD senior management, and EDAC, and the Cook County Board.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

As noted earlier, DPD requires all ESG funding recipients to conduct outreach to and involve homeless or formerly homeless persons in policy making roles. This engagement also factors into DPD scoring of related ESG funding applications. Additionally, DPD directly supports homeless outreach activities with ESG funding.

5. Describe performance standards for evaluating ESG.

On a quarterly and annual basis, DPD tracks the following outcomes in addition to tracking overall, unduplicated numbers served: persons entering or existing, including those to known destinations including but not limited to permanent housing, and those utilizing shelter for less than 30 days. DPD requests that ESG funding recipients include reports from HMIS or the parallel tracking tool used by



Domestic Violence agencies only to support related data provided. With the exception of the shelter metric which only applies to Emergency Shelter, all other data fields pertain to all ESG program components. These Performance Standards were initially developed prior to the 2012 Program Year, and they are based on the Alliance's Dashboard Data.

The County is coordinating with the Alliance to come up with goals for these Performance Standards that are both ambitious and reasonable. In general, the goals are to improve performance, which would mean increasing the ratio of persons entering: exiting, increasing the percent exiting to a known destination, increasing the percent exiting to permanent housing, and increasing the percent using shelter for less than 30 days.

