



Cook County, Illinois
ANNUAL ACTION PLAN
Program Year 2016
(October 1, 2016 – September 30, 2017)

Toni Preckwinkle, President
Cook County Board of Commissioners

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

Implementing the second year of the 2015-2019 Consolidated Plan under:



**Planning
for Progress**

Cook County 2016 Annual Action Plan



Executive Summary

1. Introduction

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, the Cook County Department of Planning and Development (DPD) 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. 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), Cook County Board of Commissioners, and Council of Economic Advisors provide additional advisement and oversight for related programs and special initiatives.

Planning for Progress united the Federally-required Consolidated Plan (Con Plan) and Comprehensive Economic Development Strategy (CEDs) into a single planning process and action-oriented document. This coordinated approach is helping DPD efficiently and effectively coordinate and leverage resources - including staffing, funding, and partnerships. This plan is a living document, whose principles are designed to work alongside changing needs, market conditions, and resources. It 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 the cultivation of partnerships. *Planning for Progress* is consistent with the regional CMAP plan GO TO 2040 and builds upon a previous report commissioned by Cook County President Toni Preckwinkle, *Partnering for Prosperity: An Economic Growth Action Agenda for Cook County*.

This Annual Action Plan, which corresponds to *Planning for Progress*, is structured based upon 5 key ordered priority areas (as described further below). 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 plan, DPD is pursuing deeper relationships with public and private partners as well as the philanthropic community, seeking out assistance for targeted efforts. Additionally, DPD is moving 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 constituted a paradigm shift in how DPD 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 informs operations, strategic planning, and performance reporting. Moreover, this planning process was closely aligned with



President Preckwinkle’s continued commitment to transparency and inter-jurisdictional partnership, and was inclusive of consultation/coordination with Urban County/Consortium members.

This PY 2016 Annual Action Plan effectively implements the second year of *Planning for Progress*.

2. Summarize the objectives and outcomes identified in the Plan

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. Goals 1.1 through 1.5 as listed in *Planning for Progress* which encompasses the Consolidated Plan.

2) Business and Workforce Development: Pursue policies/programs that create an environment for economic growth, particularly in Areas of Need. Goals 2.1 through 2.11 as listed in *Planning for Progress* which encompasses the Consolidated Plan.

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. Goals 3.1 through 3.8 as listed in *Planning for Progress* which encompasses the Consolidated Plan.

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. Goals 4.1 through 4.4 as listed in *Planning for Progress* which encompasses the Consolidated Plan.

5) Planning and Administration: Develop the institutional framework both within/around Cook County to support multi-jurisdictional collaboration and improved local capacity and transparency. Goals 5.1 through 5.7 as listed in *Planning for Progress* which encompasses the Consolidated Plan.

3. Evaluation of past performance

Over the past 6 years, DPD has effectively administered Federal funds in a timely, compliant, and effective manner, as indicated by its continual success at achieving intended outcomes. DPD has become a model grantee in the region as it relates to timely commitment, expenditure, and effective deployment of Federal funds. DPD has successfully managed over \$545 million in Federal funding from the U.S. Department of Housing and Urban Development (HUD) since program inception including annual CDBG, HOME, and ESG allocations as well as singular resources such as NSP, HPRP, Section 108, and CDBG-DR. Recently, DPD was awarded \$83.6 million in CDBG-DR to address impacts from 2013 flooding.

Since 2010, under the leadership of Cook County President Preckwinkle, DPD has made significant, continual improvements in its operations including the commitment and expenditure of older remaining



funds for eligible uses, clearance of outstanding audit findings, and ongoing reorganization of staffing and programs for increased efficiencies and enhanced community impacts. In 2013, DPD benefited from OneCPD technical assistance (TA) provided by HUD and delivered by ICF. Through this TA, DPD developed extensive policies and procedures for Community Development, Housing, Economic Development, Finance, Planning/Policy, Compliance, Construction Management, and Office Management. These policies/procedures will continue to evolve over time based upon operational enhancements and regulatory changes. Additionally, ICF assisted DPD in analyzing operational needs and resources including staff capacities/ workloads. This resulted in the development of an updated organizational structure and position descriptions. Implementation of these via a formal reorganization is pending in consultation with Human Resources.

Over the last 6 years throughout the aforementioned transitions, DPD has reflected on historical practices in administering HUD-funded programming. DPD leadership recognized the critical need for a strategic plan with clear, realistic, actionable objectives that would unite the various functional areas under a common purpose and tap into the expertise of local and regional stakeholders. Previously, programming was designed and deployed by funding source with limited coordination. Under *Planning for Progress*, programming was reorganized by functional area - Community Development, Housing, and Economic Development - facilitating collaboration and consultation between them for coordinated investments. DPD also consulted heavily with other County departments or affiliate agencies who were in the process of developing or implementing strategic plans and special initiatives to ensure *Planning for Progress* was complementary in its approach. In prior plans, the related goals, strategies, and priorities tended to be either too broad or narrow. *Planning for Progress* articulated goals, strategies, and priorities that addressed specific and critical data-driven needs that existed then and will likely persist throughout the 5 year period covered by the plan. DPD has already identified existing resources and will continue to aggressively pursue additional funding and technical assistance to address said needs. Perhaps most importantly, *Planning for Progress* transformed DPD's outreach and engagement approaches. In prior plans, the required number of public meetings were held with typically sparse attendance and few public comments on draft documents. *Planning for Progress* essentially represents a renewed vision for Cook County.

This Annual Action Plan effectively implements the second year of *Planning for Progress*.

4. Summary of Citizen Participation Process and consultation process

A plan is only as good as the commitment to implementing it by the public, key stakeholders, and local public officials. The planning process incorporated an outreach and engagement strategy designed to effectively engage key public, private, and non-profit stakeholders at the regional and local levels as well as the general public.

DPD regularly solicits input regarding program design and operations through annual strategic planning and performance reporting efforts. All DPD outreach efforts comply with the County's *Citizen Participation Plan*, most recently updated and adopted in 2012, and ensure sufficient advance notice via



newspaper publication, website posting, and electronic email blast of public review/comment opportunities including public hearings.

DPD regularly makes presentations and announces key initiatives and related input opportunities to local stakeholder groups, subcommittees, boards, and commissions. Since DPD's programs largely target low- and moderate-income and other vulnerable populations, DPD coordinates frequently with stakeholder agencies serving these groups.

Contingent on local needs, meeting notices, surveys, and executive summaries are made available in both English and Spanish. Additionally, individuals with disabilities or limited English proficiency are provided related guidance for requesting related accommodations.

DPD's Economic Development Advisory Committee (EDAC) meets bi-monthly and also offers an opportunity for public comment on each agenda.

As lead agency for the Cook County HOME Consortium, DPD consults with current and prospective municipal Consortium members regarding proposed priorities, goals, and strategies, particularly related to housing.

DPD also coordinates with and solicits feedback from local public housing authorities (PHA), the Continuum of Care leadership and members, and the Chicago Area Fair Housing Alliance (CAFHA).

This plan was made available for 30 days for public review and comment. The funding process was presented to and discussed at a public hearing sponsored by the EDAC Planning and Development Subcommittee. Specific funding recommendations was also presented to and approved at public hearings sponsored by the EDAC Planning and Development Subcommittee, full EDAC, and Cook County Board of Commissioners.

5. Summary of public comments

DPD is committed to the following in developing this plan:

- Initiating a Countywide and sub-regional dialogue around housing, community, and economic development issues and strategies.
- Engaging partners, stakeholders, and citizens in the development, review, and implementation of the proposed plan.
- Identifying overall and geographically focused priorities, as well annual goals and objectives.
- Aligning and coordinating Federal, State, and/or local resources for expanded community impact.

No comments were received on the draft 2016 Annual Action Plan during the 30 day public comment period.



6. Summary of comments or views not accepted and the reasons for not accepting them

No comments were received on the draft 2016 Annual Action Plan during the 30 day public comment period.

7. Summary

A number of factors beyond coordination and efficiency spurred DPD to initiate *Planning for Progress* as outlined below:

- 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 1/3rd 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 (BED) 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.



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.

The Consolidated Plan, via *Planning for Progress*, was organized into two parts:

- Assessment of existing conditions that summarizes public input, describes previous planning efforts that inform County policy, and presents an analysis of current statistics, demographics, and spatial patterns.
- Detail of the County’s strategic response, which lays out DPD's funding priorities across topical areas and by geography, concluding with a plan for implementation.

This Annual Action Plan effectively implements the second year of *Planning for Progress*

Lead & Responsible Agencies

1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	COOK COUNTY	
CDBG Administrator	COOK COUNTY	Department of Planning and Development
HOME Administrator	COOK COUNTY	Department of Planning and Development
ESG Administrator	COOK COUNTY	Department of Planning and Development

Table 1 – Responsible Agencies

Narrative

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.

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: Chicago, Evanston, Oak Lawn, and Skokie. This [2016 Annual Action Plan](#) is only applicable to the current jurisdictional boundaries of the Cook County Urban County and HOME Consortium.

Consolidated Plan Public Contact Information

The primary point of contact for inquiries related to [Planning for Progress](#) or the Consolidated Plan (Con Plan), this Annual Action Plan, as well as requests for Certification of Consistency with the Con Plan is Susan Campbell, Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1036, susan.campbell@cookcountyil.gov.

The primary point of contact for inquiries related to Department of Planning and Development operations is Susan Campbell, Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1036, susan.campbell@cookcountyil.gov.

The primary point of contact for inquiries related to community development programming is Dominic Tocci, Deputy Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1048, dominic.tocci@cookcountyil.gov.

The primary point of contact for inquiries related to affordable housing programming is Jane Hornstein, Deputy Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-1009, jane.hornstein@cookcountyil.gov.



The primary point of contact for inquiries related to economic development programming is Mohammed Elahi, Deputy Director, Cook County Department of Planning and Development, 69 West Washington, Suite 2900, Chicago, Illinois, 60602, 312-603-0310, mohammed.elahi@cookcountyil.gov.

Consultation

1. Introduction

During *Planning for Progress* development, DPD deployed an array of outreach methods to engage and consult with local, regional, State, and Federal stakeholders representing the public, private, and non-profit sectors including: Region V EDA and HUD; State of Illinois IHDA, DCEO, and DHS; Cook County Bureaus of Administration and Economic Development; Departments of Planning and Development, Transportation and Highways, Environmental Control, Homeland Security and Emergency Management, Public Health; Cook County Land Bank Authority; Chicago Cook Workforce Partnership; and Forest Preserve District of Cook County; South Suburban Land Bank and Development Authority; Alliance to End Homelessness in Suburban Cook County and members (Continuum of Care); Chicago Area Fair Housing Alliance and members; Public Housing Authorities of Cook County, Oak Park, Park Forest, Maywood, and Cicero; Councils of Government - West Central Municipal Conference, South Suburban Mayors and Managers Association, Southwest Conference of Mayors, and Northwest Municipal Conference; City of Chicago Departments of Planning & Development and Budget; Cook County Council of Economic Advisors; Cook County Economic Development Advisory Committee; Cook County Board of Commissioners; Chicago Metropolitan Agency for Planning leadership and various subcommittees; World Business Chicago; Metropolis Strategies; RW Ventures; Brookings Institution; Metropolitan Mayors Caucus; Golden Corridor Manufacturing Partnership; Corporation for Supportive Housing; South Suburban Social Service Council; United Way of Metro Chicago; Chicago Jobs Council; Illinois Housing Council; Housing Action Illinois; Preservation Compact; Metropolitan Planning Council; and others representing financial institutions, philanthropic organizations, educational and research institutions, residential and commercial developers, assisted housing providers, landlords, fair housing advocates, social service providers, private and governmental health, mental health, and service agencies, major employers, business and trade associations, workforce development providers, elected officials, and agencies focused on serving the homeless or other special needs populations. Targeted consultation also occurred with all HUD entitlement municipalities within Cook County boundaries, including HOME Consortium member municipalities, particularly related to housing strategies.

During development of this Annual Action Plan, DPD solicited additional input from these stakeholder groups as well as the general public via public hearing and review/comment opportunities notices.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies.

DPD regularly consults with leadership and staff from all local public housing authorities as well as representatives from the Chicago Area Fair Housing Alliance, Corporation for Supportive Housing, and



the Alliance to End Homelessness in Suburban Cook County (Alliance) around related housing and service needs as well as coordination opportunities. Consultation also includes discussion of publicly funded institutions and systems of care that may discharge persons into homelessness including health care facilities, mental health facilities, foster care, and corrections programs. Follow-up regarding needs data as well as input in prospective goals, priorities, and strategies is ongoing. Feedback provided is incorporated in the plan as appropriate.

DPD is also engaged in ongoing discussion with the Alliance, Housing Authority of the County of Cook (HACC), United Way, and other stakeholders regarding the possibility of bringing a comprehensive resource and referral system to suburban Cook County to reduce or eliminate gaps in existing networks. Presently, the Chicago metropolitan area is the only such area of its size that lacks a 211 system, which often serves this purpose. The United Way of Metro Chicago in partnership with Deloitte consultants previously conducted a 211 feasibility study. DPD aims to build on this effort and will continue to explore, in partnership with other stakeholders, whether existing systems might be upgraded, merged, or otherwise replaced with something more functional. DPD expects to co-convene related discussions with United Way and to contribute future funding to the costs of system development, implementation, and/or ongoing operations.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

DPD and HACC have existing strong relationships with the Alliance and its Continuum of Care members. However, DPD continues to explore opportunities for enhanced collaboration and partnership with both agencies. Towards this end, DPD has convened meetings between the Alliance and the Chicago Cook Workforce Partnership regarding how workforce development services might be better integrated in service delivery for persons who are homeless or at-risk of homelessness.

The Alliance to End Homelessness in Suburban Cook County leads the Cook County Continuum of Care. It is a highly collaborative and functional coordinator of homeless funding and programming on behalf of suburban Cook County. DPD and the Alliance are strong partners and allies. Historically, DPD staff has held a seat on the Alliance Board and actively participates in strategic planning sessions and regular Board/subcommittee meetings throughout the year. During *Planning for Progress*, DPD leadership also participated in the development of the Alliance's strategic plan. Major tenets of this newly revised strategic plan were incorporated in and directly informed *Planning for Progress* and the Consolidated Plan which further inform this Annual Action Plan. This includes adoption of Alliance strategies that aim to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at-risk of homelessness.

DPD consulted heavily with the Alliance and its Continuum of Care members throughout plan development and expects this coordination to continue and expand during plan implementation. Some of this is facilitated via seats on respective Boards. DPD staff maintains a seat on the Alliance Board and



participates actively in the Board as well as several subcommittees. Through this role, DPD stays engaged with on-the-ground housing and service providers who are most keenly aware of local needs related to homelessness. Additionally, DPD has a voice as a Board member in Alliance operations, programming, and special initiatives including those funded directly by HUD through the Shelter Plus Care and Supportive Housing Programs. Conversely, DPD has added an Alliance representative to its EDAC on the newly reconstituted Planning and Development Subcommittee. In this role, the Alliance is involved in consultation and decision-making around economic development, affordable housing, and community development in suburban Cook County as supported by CDBG, CDBG-DR, ESG, HOME, and Section 108 funds. Specifically, this action-oriented subcommittee informs funding investments and partnerships for DPD programs, projects, and special initiatives. As such, the Alliance plays a critical role in determining how to allocate ESG funds and supporting HMIS in suburban Cook County.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

On a daily basis, a DPD staffer also serves as a dedicated liaison to the Alliance and is charged with ensuring appropriate coordination. This liaison communicates regularly with Alliance staff and facilitates information sharing as well as discrete coordination related to the development, implementation, and evaluation of performance metrics as well as protocols for the administration of HMIS. Each year before the ESG applications are released, the DPD staffer meets with the Prevention committee to discuss potential allocation proportions across various components. Together, they work towards mutual agreement based on prior experiences, perceived needs, and funding gaps. Related recommendations are then subject to the review and approval of DPD's and the Alliance's respective Boards. Regarding performance metrics, DPD and the Alliance previously consulted upon the release of the revised ESG regulations and made a determination to utilize Alliance Dashboard measures as performance standards to increase effectiveness and efficiency. Specific to HMIS, DPD and the Alliance continue to partner to ensure that all ESG organizations (excluding those who serve domestic violence victims given confidentiality concerns) utilize HMIS. Based on mutual agreement, the Alliance as lead agency is the only entity eligible for HMIS funding and is charged with maintaining the software license, conducting related trainings, and developing the Continuum's Annual Homeless Assessment Report (AHAR).



Agencies, groups, organizations and others who participated in the process and consultation		
1	Agency/Group/Organization	HOME Consortium Members
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the planning process, DPD informally consults with its HOME Consortium entitlement municipal members to solicit input regarding its current and prospective goals, priorities, and strategies, particularly as it relates to affordable housing and HOME funding usage. Related input will be incorporated in the final version of this Annual Action Plan.
2	Agency/Group/Organization	Chicago Area Fair Housing Alliance
	Agency/Group/Organization Type	Housing Service-Fair Housing Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the planning process, DPD informally consults with CAFHA leadership and membership to solicit input regarding its current and prospective goals, priorities, and strategies, particularly as it relates to fair housing. Related input was incorporated in this Annual Action Plan.
3	Agency/Group/Organization	Public Housing Agencies
	Agency/Group/Organization Type	Housing PHA



	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the planning process, DPD informally consults with its public housing agencies to solicit input regarding its current and prospective goals, priorities, and strategies, particularly as it relates to affordable housing. Related input was incorporated in this Annual Action Plan.
4	Agency/Group/Organization	Alliance to End Homelessness in Suburban Cook County
	Agency/Group/Organization Type	Services-homeless Continuum of Care
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	During the planning process, DPD informally consults with its Continuum of Care leadership and members to solicit input regarding its current and prospective goals, priorities, and strategies, particularly as it relates to affordable housing and HOME funding usage. Related input was incorporated in this Annual Action Plan.
5	Agency/Group/Organization	Other Economic Development, Affordable Housing, and Community Development Stakeholders



<p>Agency/Group/Organization Type</p>	<p>Housing PHA Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Health Agency Child Welfare Agency Publicly Funded Institution/System of Care Other government - Federal Other government - State Other government - County Other government - Local Regional organization Planning organization Business Leaders Civic Leaders Business and Civic Leaders Community Development Financial Institution Foundation Grantee Department Major Employer Neighborhood Organization Private Sector Banking / Financing</p>
<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy</p>
<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>During the planning process, DPD consulted with and solicited input from an array of public, private, and non-profit stakeholders representing different sectors and geographies regarding its current and prospective goals, priorities, and strategies, particularly as it relates to affordable housing and HOME funding usage. Related input was incorporated in this Annual Action Plan.</p>

Table 2 – Agencies, groups, organizations who participated



Identify any Agency Types not consulted and provide rationale for not consulting

During *Planning for Progress*, DPD developed a comprehensive list of relevant stakeholder agencies and individuals including contact information. This list was comprised of over 2,000 persons representing:

- Federal, regional, state, countywide, sub-regional, township, municipal, and neighborhood level geographies
- Public, private, and non-profit sectors
- Economic development, affordable housing, and community development fields
- Planning, policy, development, and service provision sectors
- Low/moderate-income and other special needs populations (i.e. senior citizen, homeless, disabled, domestic violence victims, persons living with HIV/AIDS, persons with limited English proficiency, etc.)
- DPD regularly solicits input from the members of this list via transmission of notices related to public hearings and other review/comment opportunities.
- DPD regularly shared information with this list as described elsewhere in this plan related to input and public comment opportunities. To DPD’s knowledge, this list was comprehensive. As a result, all relevant stakeholder groups were consulted in the development of this plan.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Alliance to End Homelessness in Suburban Cook County	The goals, strategies, and priorities outlined in this strategic plan directly informed Planning for Progress and this Annual Action Plan, as it relates to affordable housing, community development, and economic development programs, projects, or special initiatives that might alleviate homelessness or otherwise support homeless persons. DPD management and staff actively participated in the Alliance’s development and implementation of their strategic plan.
Go to 2040 Regional Comprehensive Plan	Chicago Metropolitan Agency for Planning	The goals, strategies, and priorities outlined in this strategic plan directly informed Planning for Progress and this Annual Action Plan, as it relates to affordable housing, community development, and economic development programs, projects, or special initiatives with a regional impact or connection. DPD management and staff actively participated in CMAP’s development and implementation of their strategic plan.
Cook County Department of Transportation & Highway	Long-Range Transportation Plan	The goals, strategies, and priorities outlined in this strategic plan directly informed Planning for Progress and this Annual Action Plan, as it relates to affordable housing, community development, and economic development programs, projects, or special initiatives that might impact or be impacted by transit options. DPD management and staff actively participated in DOT’s development and implementation of their strategic plan.

Table 3 – Other local / regional / federal planning efforts



Narrative

Regular announcements regarding plan milestones as well as review and input opportunities are disseminated electronically to a 2,000+ member strong mailing list as well as highlighted verbally in informal and formal meetings of various groups, subcommittees, boards, commissions and special events. Special accommodations for persons with disabilities or limited English proficiency are made available to expand citizen access to participation opportunities. Outreach also specifically targets groups representing the interests of racial/ethnic minorities and other vulnerable populations. Additionally, other County agencies and external partners disseminate news of the plan further by sharing related information and notices of input opportunities/public meetings with their colleagues, members, and other points of contact. As a result, the scope, volume, and consistency of input provided are very robust and exceed that typically received under prior similar efforts.

DPD is also in the process of developing a Language Access Plan which will be released for public comment, reviewed, and considered for approval by the EDAC within the next year. Corresponding revisions to the [Citizen Participation Plan](#) will follow. Additionally, a Countywide RFP is currently under development for verbal/written language translation services. Each of these efforts, once complete, will reduce barriers to public input as it relates to limited English proficiency.

Participation

1. Summary of citizen participation process/Efforts made to broaden citizen participation

A plan is only as good as the commitment to implementing it by the public, key stakeholders, and local public officials. The planning process incorporated an outreach and engagement strategy designed to effectively engage key public, private, and non-profit stakeholders at the regional and local levels as well as the general public.

DPD regularly solicits input regarding program design and operations through annual strategic planning and performance reporting efforts. All DPD outreach efforts comply with the County's [Citizen Participation Plan](#), most recently updated and adopted in 2012, and ensure sufficient advance notice via newspaper publication, website posting, and electronic email blast of public review/comment opportunities including public hearings.

DPD regularly makes presentations and announces key initiatives and related input opportunities to local stakeholder groups, subcommittees, boards, and commissions. Since DPD's programs largely target low- and moderate-income and other vulnerable populations, DPD coordinates frequently with stakeholder agencies serving these groups.

Contingent on local needs, meeting notices, surveys, and executive summaries are made available in both English and Spanish. Additionally, individuals with disabilities or limited English proficiency are provided related guidance for requesting related accommodations.



DPD’s Economic Development Advisory Committee (EDAC) meets bi-monthly and also offers an opportunity for public comment on each agenda.

As lead agency for the Cook County HOME Consortium, DPD consults with current and prospective municipal Consortium members regarding proposed priorities, goals, and strategies, particularly related to housing.

DPD also coordinates with and solicits feedback from local public housing authorities (PHA), the Continuum of Care leadership and members, and the Chicago Area Fair Housing Alliance (CAFHA).

This plan was made available for 30 days for public review and comment. The funding process was presented to and discussed at public hearings sponsored by the EDAC Planning and Development Subcommittee. Specific funding recommendations was also presented to and approved at public hearings sponsored by the EDAC Planning and Development Subcommittee, full EDAC, and Cook County Board of Commissioners.

Throughout the planning process, the general public and key stakeholders provide critical input regarding prospective goals, priorities, and strategies, which inform the plan that is ultimately developed. No comments were received on the draft 2016 Annual Action Plan during the 30 day public comment period.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Newspaper Ad	Non-targeted/broad community	A newspaper ad is placed in the Chicago Tribune to publicize related public meetings and the availability of the draft document for review and comment.	No public comments were received.	N/A	



Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Website Posting	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Information is posted on the County's website to publicize related public meetings and the availability of the draft document for review and comment.	No public comments were received.	N/A	
3	Internet Outreach	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Information is sent via electronic email blast to publicize related public meetings and the availability of the draft document for review and comment.	No public comments were received.	N/A	

Table 4 – Citizen Participation Outreach

Expected Resources

Introduction

This Annual Action Plan reflects the diversity of funding sources that the County will tap to support implementation. Beyond its annual entitlements (i.e. CDBG, HOME, and ESG), the County has 4 other major sources of funds that it anticipates will support this plan. Cook County 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. As noted earlier, DPD 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*. Due to flooding in Cook County in 2013, the Department has received \$83.6 million in disaster relief funds (i.e. CDBG-DR) to advance flood recovery efforts in areas of unmet need. DPD developed its plan for the flood funds concurrently with *Planning for Progress*. The use of these monies will be consistent with this Annual Action Plan. DPD administers a number of economic development programs and those programs will also support this Annual Action Plan. The over \$280 million in core resources will leverage almost \$300 million in



additional dollars based on the County’s historic funding patterns, particularly matched dollars from HOME, CDBG, and ESG projects, over the five year period covered by *Planning for Progress*. Beyond these core resources and associated leveraging, the County will seek additional funds to support plan implementation. The funds include applications to the EDA; seeking Choice Neighborhoods grants, Promise Zone grants, and the NMTC; the potential establishment of Enterprise Zones; and pursuit of other grants. Lastly, DPD is currently in discussion with the Town of Cicero who will receive ESG funding for the first time in program year regarding potential coordination of related administration.

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: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	9,796,130	100,000	0	9,896,130	38,400,000	Community Development Block Grant (CDBG) funds support business & workforce development, infrastructure & public facilities, housing development & services, non-housing services, and planning & administration activities.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	4,590,860	60,000	0	4,650,860	16,240,000	HOME Investment Partnerships Program (HOME) funds support housing development & services and 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: \$		
ESG	Public - Federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	814,055	0	0	814,055	2,600,000	Emergency Solutions Grant (ESG) funds support housing services, non-housing services, and administration activities.
Section 108	Public - Federal	Economic Development	5,000,000	0	0	5,000,000	25,000,000	Section 108 funds support the BUILT (Broadening Urban Investment to Leverage Transportation) fund and related economic development 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: \$		
Other	Public - Federal	Acquisition Admin and Planning Economic Development Homeowner rehab Housing Multifamily rental new construction Multifamily rental rehab New construction for ownership Public Improvements Public Services Rental Assistance Services TBRA Other	13,000,000	0	0	13,000,000	70,616,000	Community Development Block Grant Disaster Recovery (CDBG-DR) funds support economic development, affordable housing, and community development efforts in response to declared major flooding disasters occurring in Cook County in 2013.

Table 5- Expected Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

ESG funding recipients will provide a 1:1 match while HOME funding recipients will be required to demonstrate eligible match resources at or above the 25% threshold requirement. While CDBG funds do not explicitly require a match, DPD is beginning to track related data and may impose this as a requirement in the future. Additional limited corporate funds or corporate tax incentives may also be deployed in service of this plan. Based on historic funding patterns, an estimated \$280 million in core resources has the potential to leverage an additional \$300 million. Additionally, the Alliance to End Homelessness in Suburban Cook County who manages the Continuum of Care also receives direct



funding from HUD. While these dollars do not flow directly through DPD, they are largely directed towards similar goals and DPD will continue to partner with the Alliance to ensure all available resources are appropriately leveraged to meet critical needs. These Shelter Plus Care (S+C) and Supportive Housing Program (SHP) dollars as well as other resources at the Alliance's disposal are estimated at \$71 million over the 5 year term. Beyond these core resources and associated leveraging, DPD will continue to pursue other competitive funding opportunities through public and private sources. Moreover, DPD continues to coordinate with other jurisdictions in the region to explore opportunities for information and resource sharing and general collaboration given shrinking administrative resources.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Cook County does not currently directly publicly own land or property that can be used to specifically address needs in the plan. However, DPD will continue to coordinate with the Cook County Land Bank Authority, South Suburban Land Bank Development Authority, and various municipalities who do publicly own land to ensure related uses are consistent with *Planning for Progress*, where applicable.

Annual Goals and Objectives

Goals Summary Information

Planning for Progress and this corresponding *2016 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.

- Infrastructure/Public Facilities
- Business and Workforce Development
- Housing Development and Services
- Non-Housing Services
- Planning and Administration



Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
1	Infrastructure	2015	2019	Non-Housing Community Development	Infrastructure and Public Facilities	CDBG: \$5,238,651	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted Businesses assisted: 3 Businesses Assisted Other: 30 Other
2	Public Facilities	2015	2019	Non-Housing Community Development	Infrastructure and Public Facilities	CDBG: \$957,253	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1200 Persons Assisted Other: 12 Other
3	Business Development	2015	2019	Non-Housing Community Development	Business and Workforce Development	CDBG: \$170,000 Section 108: \$4,400,000	Businesses assisted: 40 Businesses Assisted
4	Workforce Development	2015	2019	Non-Housing Community Development	Business and Workforce Development	Section 108: \$400,000	Public service activities other than Low/Moderate Income Housing Benefit: 50 Persons Assisted Businesses assisted: 10 Businesses Assisted
5	Housing Development	2015	2019	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Housing Development and Services	HOME: \$4,131,774	Rental units constructed: 120 Household Housing Unit Rental units rehabilitated: 120 Household Housing Unit Homeowner Housing Added: 5 Household Housing Unit Homeowner Housing Rehabilitated: 5 Household Housing Unit
6	Housing Services	2015	2019	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Housing Development and Services	ESG: \$753,001	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 2545 Persons Assisted Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 2000 Households Assisted Homeless Person Overnight Shelter: 200 Persons Assisted Overnight/Emergency Shelter/Transitional Housing Beds added: 10 Beds Homelessness Prevention: 200 Persons Assisted



							Housing for Homeless added: 10 Household Housing Unit
7	Non-Housing Services	2015	2019	Homeless Non-Homeless Special Needs	Non-Housing Services	CDBG: \$1,471,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 25000 Persons Assisted
8	Planning	2015	2019	Planning	Planning and Administration	CDBG: \$275,000	
9	Administration	2015	2019	Administration	Planning and Administration	CDBG: \$1,684,226 HOME: \$459,086 ESG: \$61,054	

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	<i>Infrastructure</i>
	Goal Description	Pertains to the Infrastructure/Public Facilities priority: <i>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. 1.1 Prioritize multi-jurisdictional funding requests; 1.2 Coordinate multiple infrastructure improvements into single projects; 1.3 Prioritize projects/programs that address the jobs-housing disconnect; 1.4 Target infrastructure projects/programs to economic development efforts; and 1.5 Continue to support capital improvements for public facilities.</i>
2	Goal Name	<i>Public Facilities</i>
	Goal Description	Pertains to the Infrastructure/Public Facilities priority: <i>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. 1.1 Prioritize multi-jurisdictional funding requests; 1.2 Coordinate multiple infrastructure improvements into single projects; 1.3 Prioritize projects/programs that address the jobs-housing disconnect; 1.4 Target infrastructure projects/programs to economic development efforts; and 1.5 Continue to support capital improvements for public facilities.</i>
3	Goal Name	<i>Business Development</i>
	Goal Description	Pertains to the Business/Workforce Development priority: <i>Pursue policies/programs that create an environment for economic growth, particularly in Areas of Need. 2.1 Continue to implement Partnering for Prosperity; 2.2 Support current strengths of the workforce development system; 2.3 Fund the sustainability/expansion of sub-regional manufacturing intermediary approaches to workforce development; 2.4 Invest in increased on-the-job training and paid work experience programs; 2.5 Support workforce development activities with targeted supportive services; 2.6 Coordinate the use of State/Federal incentive programs; 2.7 Strategically make use of economic development tools; 2.8 Explore governance reforms that encourage economic efficiency; 2.9 Support small business creation in Areas of Need; 2.10 Develop a Section 3, MBE/WBE compliance system; and 2.11 Implement key regional projects/programs.</i>
4	Goal Name	<i>Workforce Development</i>



	Goal Description	Pertains to the Business/Workforce Development priority: <i>Pursue policies/programs that create an environment for economic growth, particularly in Areas of Need.</i> 2.1 Continue to implement <i>Partnering for Prosperity</i> ; 2.2 Support current strengths of the workforce development system; 2.3 Fund the sustainability/expansion of sub-regional manufacturing intermediary approaches to workforce development; 2.4 Invest in increased on-the-job training and paid work experience programs; 2.5 Support workforce development activities with targeted supportive services; 2.6 Coordinate the use of State/Federal incentive programs; 2.7 Strategically make use of economic development tools; 2.8 Explore governance reforms that encourage economic efficiency; 2.9 Support small business creation in Areas of Need; 2.10 Develop a Section 3, MBE/WBE compliance system; and 2.11 Implement key regional projects/programs.
5	Goal Name	<i>Housing Development</i>
	Goal Description	Pertains to the Housing Development/Services priority: <i>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.</i> 3.1 Preserve/create affordable housing in more affluent job- and transit-rich areas of Cook County; 3.2 Preserve the housing stock in disinvested areas; 3.3 Prioritize projects/programs that link housing and employment; 3.4 Offer housing counseling as part of an integrated support system for residents; 3.5 Prioritize projects/programs that link with services; 3.6 Expand access to housing supply through tenant-based rental assistance; 3.7 Decrease housing barriers for ex-offenders; and 3.8 Adopt an inclusionary housing ordinance for unincorporated areas.
6	Goal Name	<i>Housing Services</i>
	Goal Description	Pertains to the Housing Development/Services priority: <i>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.</i> 3.1 Preserve/create affordable housing in more affluent job- and transit-rich areas of Cook County; 3.2 Preserve the housing stock in disinvested areas; 3.3 Prioritize projects/programs that link housing and employment; 3.4 Offer housing counseling as part of an integrated support system for residents; 3.5 Prioritize projects/programs that link with services; 3.6 Expand access to housing supply through tenant-based rental assistance; 3.7 Decrease housing barriers for ex-offenders; and 3.8 Adopt an inclusionary housing ordinance for unincorporated areas.
7	Goal Name	<i>Non-Housing Services</i>
	Goal Description	Pertains to the Non-Housing Services priority: <i>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.</i> 4.1 Advance social service funding collaboration; 4.2 Prioritize service offerings that link across programs and support subregional efforts; 4.3 Continue to participate in regional dialogue around the need for a comprehensive referral system; and 4.4 Continue to support collaboration around social service provision to improve efficiency.
8	Goal Name	<i>Planning</i>
	Goal Description	Pertains to the Planning/Administration priority: <i>Develop the institutional framework both within/around Cook County to support multi-jurisdictional collaboration and improved local capacity and transparency.</i> 5.1 Build relationships with townships, particularly with regard to public service provision; 5.2 Deepen connections with local communities as the basis for ensuring the efficient and effective use of Federal resources; 5.3 Integrate the subregional councils into future funding decisions; 5.4 Participate in regional discussions around coordinated investment; 5.5 Encourage communities in Areas of Need to plan; 5.6 Support efforts to increase municipal capacity and consistency through collaboration/technical assistance; and 5.7 Create partnerships with potential funders, whether public, non-profit, or private.
9	Goal Name	<i>Administration</i>



Goal Description	Pertains to the Planning/Administration priority: <i>Develop the institutional framework both within/around Cook County to support multi-jurisdictional collaboration and improved local capacity and transparency.</i> 5.1 Build relationships with townships, particularly with regard to public service provision; 5.2 Deepen connections with local communities as the basis for ensuring the efficient and effective use of Federal resources; 5.3 Integrate the subregional councils into future funding decisions; 5.4 Participate in regional discussions around coordinated investment; 5.5 Encourage communities in Areas of Need to plan; 5.6 Support efforts to increase municipal capacity and consistency through collaboration/technical assistance; and 5.7 Create partnerships with potential funders, whether public, non-profit, or private.
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Table 7 – Goal Description

Projects

Introduction

This *2016 Annual Action Plan* summarizes the proposed programs, projects, and special initiatives that will implement the second 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 analysis and public/stakeholder input.

The project summary below details anticipated sources and uses of funding.

Community Development Block Grant (CDBG)

Funding Category	Funding Amount
Capital Improvement	\$6,195,904
Public Service (subject to 15% cap)	\$1,471,000
Economic Development	\$170,000
Administration/Planning (subject to 20% cap)	\$1,959,226
TOTAL	\$9,796,130

Emergency Solutions Grant (ESG)

Funding Category	Funding Amount
Homeless Shelter and Services	\$753,001 (\$200,000 has been set aside to support the upcoming implementation of the suburban CoC's Coordinated Entry System).
Administration (subject to 7.5% cap)	\$61,054
TOTAL	\$814,055



HOME Investment Partnerships Program (HOME)

Funding Category	Funding Amount
Administration/Planning (subject to 10% cap)	\$459,086
CHDO Set-Aside (subject to 15% minimum)	\$688,629
Housing Development	\$3,443,145
TOTAL	\$4,590,860

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Allocation priorities tie directly back to [Planning for Progress](#). Additionally, DPD's CDBG-DR funding will supplement these efforts. As this is the second year of the updated Consolidated Plan, it is somewhat transitional in nature. DPD will further operationalize funding process and documentation improvements for enhanced plan alignment in advance of next year's Annual Action Plan submission. [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

Project Summary

The following is a summary of specific programs and projects proposed for funding under this [2016 Annual Action Plan](#) by Federal funding source and activity type.

CDBG- Planning/Administration

Recipient	Funding Amount	Target Geography	Description
ALLIANCE TO END HOMELESSNESS IN SUBURBAN COOK COUNTY	\$55,000	County Wide	Continuum of Care Coordination
CHICAGO AREA FAIR HOUSING ALLIANCE	\$60,000	County Wide	Fair Housing
METROPOLITAN MAYORS CAUCUS	20,000	North	Housing Issues in Northwest Suburbs



SOUTH SUBURBAN MAYORS AND MANAGERS ASSOCIATION	\$140,000	South	Planning/Site Development
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CDBG- Capital Improvement

Recipient	Funding Amount	Target Geography	Description
BLOOM TOWNSHIP	\$192,500	South	Parking Lot Improvement to Improve Food Pantry Access - Chicago Heights
LITTLE CITY FOUNDATION	\$100,000	North	Safety Rehabilitation Project - Sprinkler System, Electrical, Windows, Lighting - Palatine
MAYWOOD FINE ARTS CENTER	\$200,000	West	Facility Expansion - 3rd Floor Building Renovation) - Maywood
SHORE COMMUNITY SERVICES	\$42,253	North	Window Replacement and Kitchen Renovation - Morton Grove
SOUTH SUBURBAN TRAINING REHABILITATION	\$90,000	South	Building Renovations - Chicago Heights
THORNTON TOWNSHIP	\$250,000	South	Senior Center Improvements - Calumet City
UCP SEGUIN OF GREATER CHICAGO	\$82,500	West	Group Home Improvements - Multiple Suburban Locations
CITY OF BLUE ISLAND	\$220,000	South	Street Improvements
CITY OF CHICAGO HEIGHTS	\$330,000	South	Street Improvements
CITY OF COUNTRY CLUB HILLS	\$200,000	South	Street Improvements
CITY OF HOMETOWN	\$200,000	South	Street Improvements
VILLAGE OF BROADVIEW	\$200,000	West	Alley Improvements
VILLAGE OF BROOKFIELD	\$200,000	West	Street Improvements
VILLAGE OF BURNHAM	\$75,000	South	Street Improvements
VILLAGE OF CALUMET PARK	\$280,000	South	Street/Alley Improvements - Green Sustainable Infrastructure
VILLAGE OF DIXMOOR	\$220,000	South	Water main Replacement, Street Improvements, Fire Hydrants
VILLAGE OF DOLTON	\$220,000	South	Water main Replacement, Street Improvements, Fire Hydrants
VILLAGE OF ELMWOOD PARK	\$269,000	West	Streetscape Improvement Project - to revitalize a deteriorated business area
VILLAGE OF EVERGREEN PARK	\$120,000	South	Sewer Improvements



VILLAGE OF FORD HEIGHTS	\$302,751	South	Water main Replacement, Sidewalk and Street Improvements
VILLAGE OF HAZEL CREST	\$200,000	South	Street Improvements
VILLAGE OF JUSTICE	\$200,000	West	Street Improvements
VILLAGE OF LYONS	\$185,000	West	Street Improvements
VILLAGE OF MAYWOOD	\$240,000	West	Street Improvements
VILLAGE OF MELROSE PARK	\$100,000	West	Alley Improvements
VILLAGE OF PARK FOREST	\$200,000	South	Village Bicycle/Pedestrian Plan Improvements
VILLAGE OF PHOENIX	\$236,900	South	Street Improvements
VILLAGE OF ROBBINS	\$300,000	South	Street Improvements
VILLAGE OF SAUK VILLAGE	\$200,000	South	Street Improvements
VILLAGE OF STONE PARK	\$300,000	West	Water main Replacement, Street and Alley Improvements
VILLAGE OF SUMMIT	\$240,000	West	Alley Improvements

CDBG- Public Services

Recipient	Funding Amount	Target Geography	Description
ALL OUR CHILDREN ADVOCACY CENTER	\$42,000	West	Youth: Counseling (Health) Services
AUNT MARTHA'S YOUTH SERVICE CENTER	\$17,000	South	Youth: Homeless Services
BEDS PLUS CARE	\$21,000	West	Homeless Services: Emergency Shelter and Support Center
BETHEL FAMILY RESOURCE CENTER	\$45,000	South	Homeless Services: Emergency Shelter and Support Center
BOYS & GIRLS CLUBS OF CHICAGO	\$36,000	South	Youth: After School and Summer Enrichment Activities
CATHOLIC CHARITIES OF THE ARCHDIOCESE OF CHICAGO	\$20,000	South	Homeless Services: Transitional Housing and Self-Sufficiency Training
CENTER OF CONCERN	\$27,000	North	Homeless Services: Homelessness Prevention Housing Counseling
CENTER FOR ECONOMIC PROGRESS	\$15,000	South	Tax Assistance for Low-Income Taxpayers



CHICAGO WEST COMMUNITY MUSIC CENTER	\$25,000	South	Youth Services: Music Arts Program
CITY-WIDE TAX ASSISTANCE PROGRAM	\$20,000	County Wide	Tax Assistance for Low-Income Taxpayers
CRISIS CENTER FOR SOUTH SUBURBIA	\$25,000	South	Homeless Services: Victims of Domestic Violence
FORD HEIGHTS COMMUNITY SERVICE ORGANIZATION	\$70,000	South	Safety Net: Various Services
GLENWOOD ACADEMY	\$20,000	South	Youth Services: Counseling Services
HCP OF ILLINOIS	\$40,000	County Wide	Housing Counseling: Higher Opportunity Areas
HAROLD COLBERT JONES MEMORIAL COMMUNITY CENTER	\$15,000	South	Job Training: Employment Training and Emergency Assistance
HEARTLAND HEALTH OUTREACH, INC.	\$21,000	County Wide	Health: Food and Nutrition Program Persons Living with HIV/AIDS
HOUSING FORWARD	\$43,000	West	Homeless Services: Emergency Shelter and Support Center
INTERDEPENDENT LIVING SOLUTIONS CENTER	\$39,000	South	Housing and Supportive Services for Disabled Veterans
KAN-WIN	\$10,000	North	Financial Education: Immigrant Victims of Domestic Violence
LAWNDALE BUSINESS RENAISSANCE ASSOCIATION	\$33,000	West	Employment Assistance for West Suburban Residents
METROPOLITAN TENANTS ORGANIZATION	\$29,000	South	Housing Counseling: Tenant's Rights
NATIONAL ALLIANCE FOR THE EMPOWERMENT OF THE FORMERLY INCARCERATED	\$20,000	West	Reentry Program: Life Skills Training
OAI, INC.	\$50,000	South	Job Training: Skilled Manufacturing
OAK PARK REGIONAL HOUSING CENTER (AKA WEST COOK HOMEOWNERSHIP CENTER)	\$58,000	West	Housing Counseling: First -Time Homebuyers
OMNI YOUTH SERVICES	\$59,000	North	Youth Services
OPEN COMMUNITIES	\$65,000	North	Housing Counseling : Housing Discrimination, Foreclosures Prevention, Homesharing
PADS TO HOPE INC. DBA JORNEYS THE ROAD HOME	\$30,000	North	Homeless Services: Day Support Center



PARENTHESIS FAMILY CENTER	\$10,000	West	Teen Parent Program
PILLARS	\$20,000	West	Health: Advocacy, Referral, and Substance Abuse Services
PLOWS COUNCIL ON AGING	\$26,000	West	Housing Counseling: Housing Assistance and Home Sharing
PROACTIVE COMMUNITY SERVICES	\$12,000	South	Employment Training:
REBUILDING TOGETHER METRO	\$68,000	South	Housing: National Rebuilding Day program
RESOURCES FOR COMMUNITY LIVING	\$31,000	North	Housing Services for Disabled Adults
RESPOND NOW	\$26,000	South	Safety Net: Food, Supportive Services, Referrals
ROBBINS COMMUNITY HELP AGENCY	\$28,000	South	Safety Net: Community Programs and Services
SARAH'S INN	\$20,000	West	Homeless Services: Victims of Domestic Violence
SOUTHLAND HEALTH CARE FORUM, INC. (FORUM)	\$24,000	South	Job Training: Training and Employing Certified Nursing Assistants (CNA)
SOUTH SUBURBAN FAMILY SHELTER	\$38,000	South	Homeless Services: Victims of Domestic Violence
SOUTH SUBURBAN HOUSING CENTER	\$47,000	South	Housing Counseling : Housing Discrimination, Foreclosures Prevention
SOUTH SUBURBAN PADS	\$26,000	South	Homeless Services: Emergency Shelter and Support Center
THE HARBOUR	\$21,000	North	Youth : Homeless Services
THE HUB- FORD HEIGHTS COMMUNITY SERVICE ORGANIZATION	\$35,000	South	Safety Net: Support Center and Referrals
THE JOSSELYN CENTER	\$31,000	North	Health: Youth Counseling Services
THE RESURRECTION PROJECT	\$21,000	West	Housing Counseling: Home Purchase Education and Foreclosure Prevention
TOGETHER WE COPE	\$40,000	South	Safety Net: Food, Case Management, Referrals
TURNING POINT BEHAVIORAL HEALTH CARE CENTER	\$29,000	North	Health: Counseling Services
WINGS PROGRAM, INC	\$23,000	North	Homeless Services: Victims of Domestic Violence



ESG – Homeless Shelter and Services

Recipient	Funding Amount	Target Geography	Description
Alliance to End Homelessness in Suburban Cook County	\$45,000	Countywide	HMIS (Homelessness Management Information System) Administration
Aunt Martha's Youth Service Center	\$15,000	South	Youth: Emergency Shelter
BEDS Plus Care, Inc.	\$38,000	West	Emergency Shelter and Homelessness Prevention
Bethel Family Resource Center	\$26,000	South	Emergency Shelter
Center of Concern	\$20,000	North	Homelessness Prevention and Rapid-Re-Housing
Crisis Center for South Suburbia	\$54,000	South	Emergency Shelter and Rapid Re-Housing-Victims of Domestic Violence
Ford Heights Community Service Organization	\$25,000	South	Street Outreach
Housing Forward (formerly West Suburban PADS)	\$95,000	West	Emergency Shelter, Homelessness Prevention, Rapid Re-Housing, Street Outreach
PADS to Hope	\$25,000	North	Emergency Shelter
Pillars Community Services	\$20,000	West	Emergency Shelter: Victims of Domestic Violence
Respond Now	\$35,000	South	Homelessness Prevention and Rapid-Re-Housing
South Suburban Family Shelter	\$40,000	South	Emergency Shelter and Rapid Re-Housing-Victims of Domestic Violence
South Suburban PADS	\$82,000	South	Emergency Shelter, Homelessness Prevention, Rapid Re-Housing, Street Outreach
The Harbour, Inc.	\$23,000	North	Youth: Emergency Shelter
Together We Cope	\$10,000	South	Street Outreach

Target Geography

Target Area	Percentage of Funds
County Wide	2.8%
North	6.5%
South	60.1%
West	30.6%



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 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.

As the County has two years to commit and four years to expend HOME funds, a detailed 2016 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 2016 funds.

Geographic Distribution

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

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: Chicago, Evanston, Oak Lawn, and Skokie. This [2016 Annual Action Plan](#) is only applicable to the current jurisdictional boundaries of the Cook County Urban County and HOME Consortium. However, it should be noted that Des Plaines and Arlington Heights have joined the HOME Consortium beginning with the 2016 program year which is covered under the [2015-2019 Consolidated Plan](#). Additionally, the inclusion of Oak Lawn related to the HOME Consortium membership are in process with HUD. Lastly, DPD is currently in discussion with the Town of Cicero who received ESG funding for the first time in program year 2015 regarding potential coordination of related administration.

Rationale for the priorities for allocating investments geographically

An important component of [Planning for Progress](#) and this corresponding [2016 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 2 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 1 to 5. 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.

Discussion

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 continued with this *2016 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 *2016 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.

Affordable Housing

Introduction

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 new construction of affordable housing. 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 appropriately meet local needs and help to enable or enhance access to housing that is decent, safe, sanitary, and affordable.



One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	0
Special-Needs	0
Total	0

Table 8 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	0
Rehab of Existing Units	0
Acquisition of Existing Units	20
Total	20

Table 9 - One Year Goals for Affordable Housing by Support Type

Discussion

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 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 2016 dollars to ensure compliance with these new requirements. For these reasons, as well as the fact that the County has 2 years to commit and 4 years to expend HOME funds, a detailed 2016 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 2016 funds.

Public Housing

Introduction

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 1/4th 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 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 (RAP) 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 *2016 Annual Action Plan*, DPD will work diligently to forge equally strong relationships with the other PHAs.

Actions planned during the next year to address the needs to public housing

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 PY 2016.

Actions to encourage public housing residents to become more involved in management and participate in 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 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.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

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

Discussion

A more robust discussion of PHA related needs, strategies, and coordination opportunities may be found in the [2015/2019 Consolidated Plan](#).

Homeless and Other Special Needs Activities

Introduction

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 use. 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 2/3rd. Since the Alliance was founded, the supply of permanent supportive housing has quadrupled, while chronic homelessness has decreased by almost 2/3rd due in part to the success of the national 100,000 Homes Campaign and stimulus funding for homeless prevention and rapid re-housing. 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 *2016 Annual Action Plan*.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

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. As such, 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 *2016 Annual Action Plan*.

Addressing the emergency shelter and transitional housing needs of homeless persons.

Under this *2016 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.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

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.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

DPD will also continue to partner with the Alliance to make sure prospective clients are referred to and provided housing and supportive services including those funded by CDBG, ESG, and HOME resources. In an attempt to reduce gaps in services, Cook County and the Alliance are heavily focused on facilitating coordinated entry. While a formal coordinated entry system does not currently exist, under this [2016 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.

Discussion

A more robust discussion of homeless-related needs, strategies, and coordination opportunities may be found in the [2015/2019 Consolidated Plan](#).

Barriers to Affordable Housing

Introduction

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.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

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 5-year Consolidated Plan 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 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. Given the recent release of the new Affirmatively Furthering Fair Housing (AFFH) Rule, DPD has initiated discussions with CMAP, CAFHA, and other stakeholders regarding potential regional coordination opportunities, specific to compliance.

Discussion

A more robust discussion of barriers and strategies to combat them may be found in the [2015/2019 Consolidated Plan](#).

Other Actions

Introduction

As noted in [Planning for Progress](#), participants identified 4 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.

Actions planned to address obstacles to meeting underserved 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 *2016 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.

Actions planned to foster and 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. 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 planned 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 lead based paint (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 LBP 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 LBP 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 planned to reduce the number of poverty-level families

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.

Actions planned to develop institutional structure

DPD will continue to coordinate with other stakeholders including the Continuum of Care and its membership, local PHAs, CAFHA, regional planning organizations, the Chicago Cook Workforce Partnership, and others to reinforce existing institutional structures and create new frameworks for coordination to ensure that low-income and other vulnerable populations can benefit from general investment, development, planning, and service offerings.

Actions planned to enhance coordination between public and private housing and social service agencies

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.

Discussion

Broadly speaking, needs far outstrip available resources in suburban Cook County. As such, *Planning for Progress* and this corresponding *2016 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 *2016 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. Cook County initiated *Planning for Progress*, which also informs this corresponding *2016 Annual Action Plan*, to:

- Build off previous planning efforts.
- Support regional initiatives.
- Allocate new resources.
- Address declining annual Federal entitlement funding.
- Revamp historic funding models.
- Take advantage of strong leadership.
- Seek additional resources.
- Respond to changing demographics and market conditions.

DPD has already convened 3 implementation stakeholder groups of philanthropic funders, financial institutions, workforce development providers, and major employers to delve deeper regarding related needs, resource gaps, funding and leverage options, and coordination opportunities. Attendees are currently being surveyed regarding how they would like to be engaged during the implementation phase and to help identify specific points of connection in respective work with the overarching goals of increasing efficiency, building scale, and maximizing impact.

Program Specific Requirements

Introduction

Please see below for detailed information regarding DPD planned implementation of various programmatic requirements.

Community Development Block Grant Program (CDBG)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.



Other CDBG Requirements

- 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 0
- 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
- Total Program Income:** **0**

- 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%

HOME Investment Partnership 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. The full policies and procedures manual was previously shared with HUD. Related documents can be furnished upon HUD request.

- 3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are 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. The full policies and procedures manual was previously shared with HUD. Related documents can be furnished upon HUD request.

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)

A summary of written standards was included in the Appendix to the [2015/2019 Consolidated Plan](#).

1. 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. DPD is partnering with the Continuum of Care, staffed by the Alliance to End Homelessness in Suburban Cook County and inclusive of its membership to develop this protocol. The Plan Committee of the Alliance's Board has drafted a preliminary framework which is currently under review and discussion. Both DPD and the Alliance have also met with representatives from the HUD Office of Community Planning and Development to discuss related needs and requirements. The system is anticipated to consist of access points, assessment, and intervention/resource levels. Once developed and adopted, it will be shared with HUD.

2. Identify the process for making sub-awards and describe how the ESG allocation 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.



3. 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.

4. 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.

