

SUBJECT: 2022 Glenview Village Budget Workshop III

MEETING DATE: October 28, 2021

VILLAGE BOARD REPORT

TO: Village President and Board of Trustees

FROM: Erika Smith, Finance Director (847) 904-4337
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THROUGH: Matt Formica, Village Manager

PURPOSE

The third workshop for the 2022 Annual Budget will include the following agenda:

- 2021 Tax Levy
- Water and Sanitary Sewer Rates
- Commuter Fund
- Permanent Fund and TIF Funds
- CIP Update
- Funding from the American Rescue Plan Act 2021 Update
- Non-Profit Funding Update

Remaining sections of the 2022 Proposed Budget binder are included in your packet and a complete revised electronic version of the Budget will be provided electronically to all Village Board members. The remaining sections that are being provided in the hard copy version include an updated Table of Contents, Special Revenue Funds budgets, Capital Projects Funds budgets, Enterprise Funds budgets, Debt Service Fund budget, Trust and Agency Funds budgets and an updated CIP summary. Like prior years, any adjustments to the proposed budget will be communicated to the Village Board prior to the adoption of a final budget.

2021 PROPOSED PROPERTY TAX LEVY

The proposed 2021 Property Tax Levy will be presented at Thursday's Budget Workshop. The discussion and presentation will also include the effects of the proposed closure of The Glen TIF District. The current proposed levy request does not include a property tax increase to current property taxpayers.

WATER AND SANITARY SEWER RATES

The Water and Sanitary Sewer Funds will be reviewed with the corresponding proposed January 1, 2022 increases to the rates. Both the Water and Sanitary Sewer Funds are currently following the projections presented last year and the current proposal is to freeze the water consumption charge at \$7.08/1,000 gallons and increase the sewer consumption rate by 1.00% from \$1.44/1,000 gallons to \$1.45/1,000 gallons.

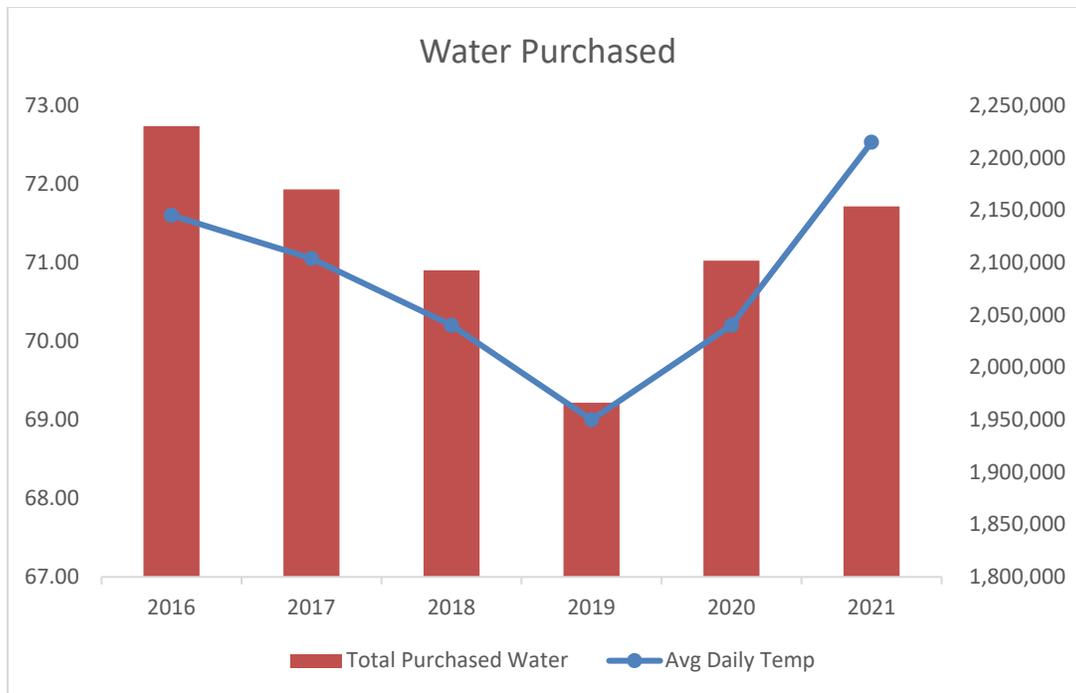
The proposed 2022 water fixed and consumption rates are as follows:

Village Water Rates		
Meter Size	2021	2022
5/8" & 3/4S" – Fixed Rate	\$22.51	\$24.76
3/4" – Fixed Rate	\$22.51	\$24.76
1" – Fixed Rate	\$22.51	\$24.76
1 ½" – Fixed Rate	\$84.17	\$92.59
2" – Fixed Rate	\$175.70	\$193.27
3" – Fixed Rate	\$455.98	\$501.58
4" – Fixed Rate	\$857.49	\$943.24
6" – Fixed Rate	\$1,178.61	\$1,296.47
8" – Fixed Rate	\$1,440.78	\$1,584.86
Consumption Rate (per 1,000 gal)	\$7.08	\$7.08
% Change in Consumption Rates	1.00%	0.00%
% of Revenues - Fixed Charge	13.49%	15.01%

The proposed 2022 sewer fixed and consumption rates are as follows:

Village Sewer Rates		
Meter Size	2021	2022
5/8" & 3/4S" – Fixed Rate	\$10.59	\$10.59
3/4" – Fixed Rate	\$10.59	\$10.59
1" – Fixed Rate	\$10.59	\$10.59
1 ½" – Fixed Rate	\$38.35	\$38.35
2" – Fixed Rate	\$80.07	\$80.07
3" – Fixed Rate	\$207.79	\$207.79
4" – Fixed Rate	\$390.76	\$390.76
6" – Fixed Rate	\$537.09	\$537.09
8" – Fixed Rate	\$656.56	\$656.56
Usage Rate (per 1,000 gal)	\$1.44	\$1.45
% Change in Usage Rates	2.00%	1.00%
% of Revenues - Fixed Charge	32.38%	34.65%

One of the issues to spotlight in the water rate model for 2022 is the break in the recent trend of water usage during the past five years. The water utility industry had been reporting a slow, consistent decline in water usage year over year during the past couple of years due to appliance efficiencies, cost, and water conservation awareness initiatives. Glenview, however, is experiencing a slight increase of 4.5% in water usage for 2020 over 2019 and 2.5% for 2021 over 2020, bringing the purchased water closer to 2018 numbers. Our water consultant, David Hyder of Stantec, has confirmed for us that this uptick has been very common in the Midwest region for 2020 and 2021 due to slightly higher temperatures, less rainfall and people working from home more, generally causing the usage of more water. Staff is estimating water usage for 2022 to be an average of the previous four years. The following chart details the annual water purchase from 2016 to 2021:



As we have been reporting since the Automated Meter (AMI) meters were installed in 2016, the new meters have been working as initially presented and the gap has been closing slightly between the purchased and billed gallons of water. The current percentage billed equals 88.48%. This percentage had increased slightly over the last couple of years, however 2020 and 2021 saw a slight decrease. This decrease is anticipated to be due to the following possible reasons:

- Additional water main breaks which are being studied for possible solutions
- Possible need for our larger meters to be recalibrated which will occur during the new programmatic approach designed by the Public Works team

The following chart shows the trend of billed vs. purchased gallons:

	GALLONS PURCHASED					
	2017	2018	2019	2020	2021	2022 Est.
January	158,920,501	172,871,770	145,607,950	139,713,680	128,781,660	138,034,430
February	133,388,211	142,513,860	136,460,630	124,141,820	172,960,040	144,520,830
March	142,961,974	140,970,683	128,495,920	143,109,600	138,699,390	136,768,303
April	131,080,292	150,853,134	145,726,100	133,947,350	148,729,320	142,800,923
May	180,596,040	175,863,776	151,556,020	128,356,050	211,784,230	163,898,767
June	244,704,876	180,266,995	145,395,490	219,526,030	241,897,960	202,273,160
July	227,567,312	267,787,124	266,700,890	269,796,120	227,147,400	254,548,137
August	237,080,444	243,400,183	236,597,630	286,786,190	264,948,330	262,777,383
September	243,527,334	175,835,796	189,006,140	210,854,460	191,898,800	197,253,133
October	190,508,920	166,005,130	146,545,160	154,907,060	155,819,120	152,423,779
November	141,425,112	134,604,090	145,973,690	136,326,730	138,968,170	140,422,863
December	137,953,188	141,448,290	128,110,700	154,208,420	141,255,800	141,191,641
	2,169,714,206	2,092,420,830	1,966,176,320	2,101,673,510	2,162,890,220	2,076,913,350
Percentage Billed	85.83%	90.96%	90.80%	88.50%	88.48%	N/A

In June 2020, the Village began supplying water to a new wholesale water customer, Aqua Illinois (“Aqua”). With the addition of the new wholesale customer, our water supplier, Wilmette, is providing a volume discount on total water purchased due to the increased water Glenview is purchasing. The terms of our water purchase agreement with Wilmette called for Glenview’s water purchase rate to be discounted by 5% and the new rate became the new base rate for calculating the future bi-annual rate adjustments from Wilmette. Due to the increased volume of water purchased from Wilmette, there will be no rate increase for 2021. It is important to point out what the 2022 water rate increase would have been without the addition of Aqua as a wholesale customer for Glenview. The chart below compares the rates currently being proposed with the addition of Aqua as a wholesale customer vs. what the rates would have been without Aqua:

	2022	2023	2024	2025	2026
Consumption Rate/1,000 gals WITH the addition of Aqua	\$ 7.08	\$ 7.17	\$ 7.28	\$ 7.44	\$ 7.46
Consumption Rate/1,000 gals WITHOUT the addition of Aqua	\$ 7.23	\$ 7.37	\$ 7.52	\$ 7.69	\$ 7.71
Difference	\$ 0.15	\$ 0.20	\$ 0.24	\$ 0.25	\$ 0.25

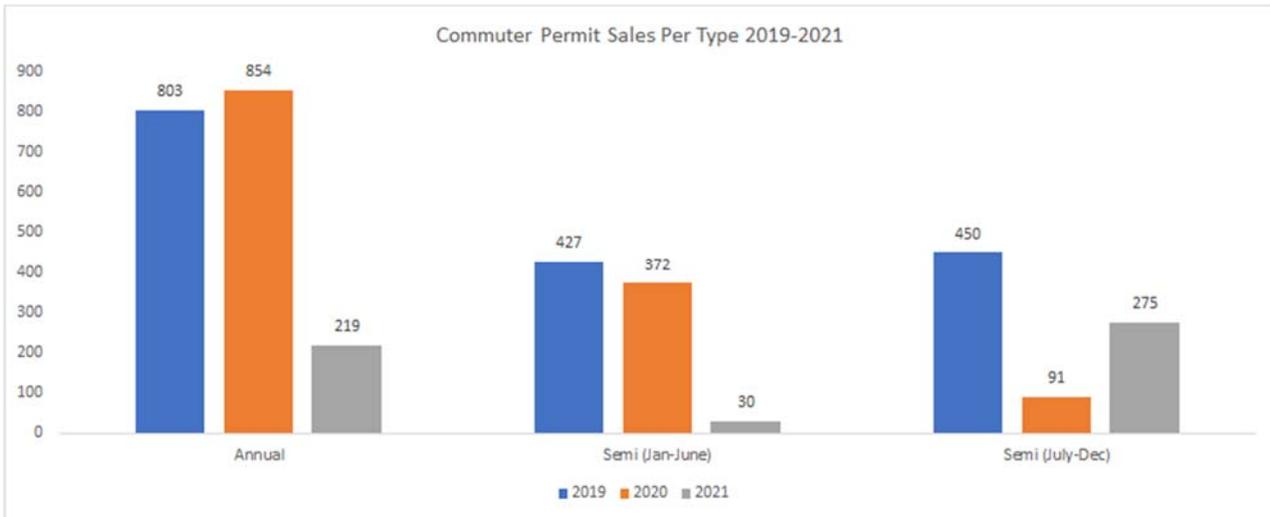
Commuter Parking Fund

The Village maintains commuter parking lots and related facilities at both train stations located downtown and at The Glen. The Village offers a daily parking option and monthly, semi-annual, or annual permits. These parking fees combined with parking violation fees from these lots are the primary Commuter Fund revenue sources. Expenditures include personnel costs, costs for goods and services to maintain the lots and facilities, and Interfund charges for future repairs and replacements. The Commuter Parking Fund is one of several Enterprise funds operated by the Village which means it is designed so that revenues generated by fund activity are adequate to cover fund expenditures.

The fund has historically been self-sufficient and has recorded an operating profit every year since at least 2011 prior to recording an operating loss of \$525,289 in 2020, driven primarily by the COVID-19 pandemic. The current cash balance in 2021 is at just over \$1 million dollars which continues to support the fund’s recent significant operational deficit.

Commuter Parking Fund - (2016-2020)					
	2016	2017	2018	2019	2020
TOTAL REVENUES	\$641,007.00	\$901,141.00	\$701,650.00	\$695,161.00	\$161,169.00
TOTAL EXPENDITURES	\$428,679.00	\$489,432.00	\$678,344.00	\$649,542.00	\$686,458.00
TOTAL NET INCOME	\$212,328.00	\$411,709.00	\$23,306.00	\$45,619.00	(\$525,289.00)
ENDING CASH BALANCE	\$1,307,954.00	\$1,743,600.00	\$1,659,006.00	\$1,727,775.00	\$1,136,507.00

The COVID-19 pandemic has had a significant impact on lot utilization and parking revenues. The demand for commuter parking continues to be significantly down compared to pre-pandemic levels. Annual permit sales decreased in 2021 73% and 82% for residents and non-residents, respectively, compared to 2020 sales. There were also significant decreases observed in first half semi-annual permits although an increase in second half sales and monthly permits indicates a portion of commuters have begun to return to using the commuter lot in some capacity.



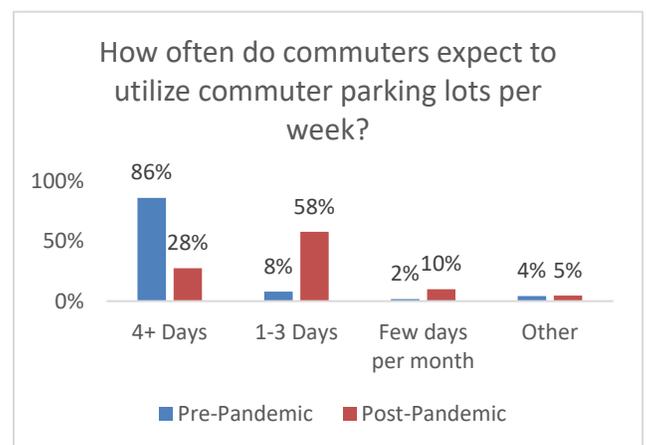
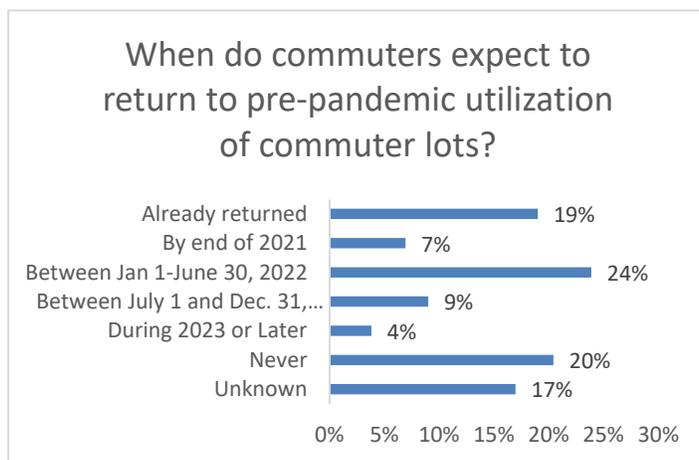
The Village implemented several changes in 2021 to better align with changing customer needs. This included offering a new monthly parking option and a temporary 50% discount for parking permits due to decreased demand. This fee reduction was implemented to assist customers during a time of uncertainty and to offer greater flexibility during historic underutilization. At the time of the rate reduction approval it was stated that these changes were meant to be temporary and that it was anticipated they would be reverted to their 2020 levels in 2022. The table below shows the current parking permit pricing and structure. Daily fee parking has remained at the \$2.00 pre-pandemic rate.

Permit Type	2020 Permit Cost	2021 Permit Cost (Temporary 50% Discount)
Resident Annual	\$300	\$150
Resident Semi-Annual	\$150	\$75
Resident Motorcycle Annual	\$100	\$50
Resident Monthly	N/A	\$12.50
Resident Motorcycle Monthly	N/A	\$4.25
Non-Resident Annual	\$400	\$200
Non-Resident Semi-Annual	\$200	\$100
Non-Resident Motorcycle Annual	\$135	\$68
Non-Resident Monthly	N/A	\$16.75
Non-Resident Motorcycle Monthly	N/A	\$5.75

Staff also evaluated changes and adjustments to expenditures in reaction to the reduction in ridership and revenue. Staff received direction from the Village Board to implement a plan to close-down a portion of the commuter parking lot(s) to match the level of demand and to discontinue snow plowing and hauling last winter. This reduced expenditures by approximately \$3,500 per month or \$17,500 for the 2020-2021 winter season. Staff has evaluated the ability to reduce snow hauling services again this winter season and it has been determined that based on current lot utilization it would not be possible to shut down a lot without impacting

commuters. As such, staff is not planning to reduce snow and ice control at the commuter lots during the 2021-2022 winter season

To better understand the changing habits of Glenview commuters and to ensure offerings meet their needs, the Village sent an online survey to current and previous parking permit holders. Survey participants were asked when they anticipated returning to their pre-pandemic utilization, how often they would be utilizing the lots when they returned and other questions about their parking habits. 290 responses were received. That information indicates that many commuters have not returned to pre-pandemic utilization and most are not planning to do so until at least 2022, if at all. Additionally, while most commuters (86%) utilized the lots 4+ days a week prior to the pandemic only 28% anticipate this usage post-pandemic. 58% of riders anticipate utilizing the lots 1-3 days/week post-pandemic, compared to 8% previously.



Respondents were also asked if the Village should continue the monthly permit option with 67% saying yes, 28% no opinion and 5% no. Finally, there was a free form field asking if there was anything else that could improve their parking experience. Several themes were identified in this response including:

- More daily fee spaces closer to the station (staff is currently evaluating this option with the Village’s traffic committee)
- Appreciation for the monthly permit option and the reduced fee structure during the pandemic
- Ability to utilize a permit at both the Downtown and Glen parking lots (currently permits are assigned to one or the other)

Staff also reached out to neighboring communities to determine how they have handled commuter parking during the pandemic. Eleven communities were contacted and seven responses were received. Three of the seven communities modified rates per the following measures:

- Deerfield:
 - o As of 7/1/20, a discounted rate of \$10 was offered to residents and non-residents who were renewing their semi-annual permit and new commuters were to pay the full price. Normally, a semi-annual permit is \$175 for residents and \$245 for non-residents. The option of continuing this discount in 2022 is currently being assessed.
- Lake Forest:
 - o Lake Forest offered free parking at city parking lots and did not enforce parking. This was extended from March 2020 through September 2020 and refunds on permits previously purchased were not offered. Pandemic rates are currently not being offered and are not planned on being offered in 2022.

- Naperville:
 - o Parking permits were discounted by 50% in quarter three and quarter four in 2020. The full price was resumed at the start of 2021 and there are no current plans for a modification in 2022.

DISCUSSION

Staff is seeking Board discussion and direction regarding commuter parking permit rates for 2022. Staff has developed two rate scenarios. A scenario bringing rates back to pre-pandemic levels was considered but was ultimately not recommended by staff due to continued underutilization of commuter lots and in an effort to continue to offer flexibility to customers as they begin returning to commuting in a modified capacity.

Scenario 1 assumes the temporary 50% discounted rates established in 2021 continue into 2022. Scenario 2 assumes that permit costs are increased to 75% of pre-pandemic levels (25% discount). Staff has completed a revenue analysis of both options based on current permit utilization rates. Scenario 2 also includes an assumption that there are current permit holders who are price sensitive that will discontinue purchasing permits if the price increases. This scenario assumes a 10% reduction in annual, semi-annual, and monthly permits sold. While it is likely that a portion of these reduced sales could return in part in the form of daily fee parking, no additional revenue was assumed in the scenario.

It is important to recognize that if there is an increase or decrease in lot utilization it would directly impact these projections. Also, please note that increasing rates increases both 2021 and 2022 collections. This is due to 2022 permits going on sale in December 2021 and this revenue would be recognized in 2021. Both scenarios result in an operating deficit due to continued low utilization rates however additional revenue would be anticipated to be collected under the return to pre-pandemic rates.

Scenario 1 - Rates Remain at Temporary Discounted Price			
	2020	2021	2022
TOTAL REVENUES	\$161,169.00	\$104,020.00	\$104,791.00
TOTAL EXPENDITURES	\$686,458.00	\$554,644.00	\$571,294.00
TOTAL NET INCOME (LOSS)	(\$525,289.00)	(\$450,644.00)	(\$467,294.00)
ENDING CASH BALANCE	\$1,136,507.00	\$685,863.00	\$218,569.00
Scenario 2 - Rates Return to 75% of Pre-pandemic Prices with a 20% Reduction in Permit Sales			
	2020	2021	2022
TOTAL REVENUES	\$161,169.00	\$117,879.00	\$129,806.00
TOTAL EXPENDITURES	\$686,458.00	\$554,644.00	\$571,294.00
TOTAL NET INCOME (LOSS)	(\$525,289.00)	(\$436,765.00)	(\$441,488.00)
ENDING CASH BALANCE	\$1,136,507.00	\$699,742.00	\$258,254.00

Staff is recommending Scenario 2 which would increase permit costs to 75% of pre-pandemic levels (25% discount) for 2022 and the continuation of the monthly permit option for enhanced flexibility. This recommendation is based upon the enterprise fund nature of the Commuter Parking Fund and the need to align revenue collections to cover related expenditures. Additionally, with the recent observed increase in lot utilization with more commuters anticipated to return in early to mid-2022, the historic underutilization of the lots present when the rates were originally reduced 50% has shown signs of improvement. Finally, a gradual

increase in rates compared to a full reversion to pre-pandemic levels, continues to offer residents greater financial flexibility while also recognizing the financial obligations of the fund. Staff would continue to closely monitor permit sales and return to the Board should further discussion be deemed necessary.

Permit Type	2020 Permit Cost	2021 Permit Cost (50% Discount)	Recommended 2022 Permit Cost (25% Discount)
Resident Annual	\$300	\$150	\$225
Resident Semi-Annual	\$150	\$75	\$112.50
Resident Motorcycle Annual	\$100	\$50	\$75
Resident Monthly	N/A	\$12.50	\$18.75
Resident Motorcycle Monthly	N/A	\$4.25	\$6.25
Non-Resident Annual	\$400	\$200	\$300
Non-Resident Semi-Annual	\$200	\$100	\$150
Non-Resident Motorcycle Annual	\$135	\$68	\$101.25
Non-Resident Monthly	N/A	\$16.75	\$25
Non-Resident Motorcycle Monthly	N/A	\$5.75	\$8.44

Staff is also currently evaluating opportunities for additional daily fee parking spaces in closer proximity to the downtown station and the potential ability to utilize a permit at either lot. This is in response to feedback provided by residents through the online survey. Additional information and recommendations will be provided by staff for Board consideration at a future meeting.

Capital Improvement Program (“CIP”) Update

At Budget Workshop I, staff provided an overview of the CIP process, explained some planned refinements to the CIP replacement schedule, highlighted 2021 CIP accomplishments, and presented a draft 2022 CIP.

During Budget Workshop III, staff will present a summary of the comments received via email or by marking up an interactive map in response to the Village’s October newsletter, as well as a few comments relayed during CIP Public Open House on October 14, 2021. The proposed 2022 CIP includes \$28.1M for new capital projects plus \$1.7M for re-budgeted capital projects from prior years that are expected to be completed in 2022 for a total CIP of \$29.8M. The \$29.8M CIP includes: \$16.6M for road reconstruction and related underground infrastructure improvements (water and sanitary system projects); \$2.4M for road resurfacing; \$3.5 for stormwater related projects; and \$5.2M for special projects (design, intersection and streetscape improvements, trails, etc.). Additionally, \$2.0M is allocated to engineering services to support the design and construction of the CIP projects. **Attachment 1** shows a summary of the 2022-2026 CIP sources and uses with a breakdown of the major projects programmed. **Attachment 2** shows the planned segments for the road reconstruction and resurfacing projects included in the 5-year CIP and **Attachment 3** is a map of the Village showing the location of 2022-2026 CIP projects. **Attachment 4** list concerns relayed regarding roadway condition, drainage, utility improvements, sidewalks or streetscape and expected timeframe for improvements.

While the 5-year CIP exhibits in this packet includes projected sources and uses for 2022-2026, the CIP projects slated for the years following 2022 are included for planning purposes only, as funding for those years is appropriately allocated by the Board of Trustees during future annual budget cycles.

Included in the Budget Workshop packet are the following items:

- Capital Improvement Program (CIP) Summary FY2022-2026
- CIP 2022-2026 Road Program List
- CIP 2021-2025 Road Program Map
- CIP Open House Comments

Funding from the American Rescue Plan Act 2021 Update

Background:

As was discussed in Budget Workshop I, additional information has been prepared by the Public Works Department regarding the water main replacement program.

Watermain Replacement Accelerated Plan (ARPA staff recommendation = \$1,000,000)

As previously briefed, an update to the Village's Water Strategic Plan is underway and an expected finding is that additional watermains will require replacement over the next ten years. A primary reason for this is that watermains constructed in the 1950/60s and prior are showing disrepair and approaching the end of their expected service life.

The current and projected Water Capital Improvement Program (CIP) transfer, \$5.1 million in 2021, has allowed the Village to replace approximately 2.7 miles of watermain per year. The current projection is that the Village will need to replace approximately 33% more watermain over the next ten years than status quo. This equates to approximately an additional mile of pipe replacement per year over that period.

As summarized below, utilizing additional funding from the Water Fund and Wholesale Water Fund along with \$1 million of ARPA funding allows the Village to meet this accelerated watermain replacement goal for the next four years. Upon completion of the Water Strategic Plan, this pace will be confirmed and the Village's five-year CIP for watermain replacement will be monitored and updated annually. This will include confirming the CIP water budget needs beyond 2025 for the remainder of the ten-year plan.

Water Main Replacement (CIP)
Potential Accelerated Plan

	<i>Historic-</i>				<i>Planned (status quo)-</i>				<i>Totals (2022-2025)-</i>
	2018	2019	2020	2021	2022	2023	2024	2025	
Water CIP Budget	\$4,516,572	\$4,704,762	\$4,900,794	\$5,104,994	\$ 5,309,142	\$ 5,521,508	\$5,742,368	\$5,972,063	\$ 22,545,081
Watermain Replaced (miles)	2.1	2.7	2.4	2.7	3.0	2.8	2.5	2.5	10.8

<i>Potential Accelerated Plan-</i>					
Additional Water CIP Budget	\$ 2,000,000	\$ 1,000,000			\$ 3,000,000
Wholesale Water Fund		\$ 1,000,000	\$ 2,000,000	\$ 600,000	\$ 3,600,000
ARPA (staff recommendation)		\$ 1,000,000			\$ 1,000,000
Additional Watermain Replaced (miles)	1.0	1.5	1.0	0.3	3.8
Additional Watermain Replaced (%)	33%	54%	40%	12%	35%

<i>Summary-</i>		
	Total Cost-	Miles Replaced-
Status quo-	\$ 22,545,081	10.8
Accel Plan-	\$ 7,600,000	3.8
Totals-	\$ 30,145,081	14.6

35% more watermain replaced with Accelerated Plan versus status quo

Lead Service Line Replacement and Notification Act (ARPA staff recommendation = \$2,400,000)

On August 30, 2021, the Governor signed into law the *Lead Service Line Replacement and Notification Act* requiring inventory, outreach, and replacement of both public (main to buffalo box) and private (buffalo box to home) lead water services. While the Village awaits the IEPA’s final guidelines on the new Act, Village staff does recommend that the next three years, 2022 to 2024, are used to confirm the local inventory, start resident outreach, replace all known public lead water services and partner with residents on replacement of private lead services.

Based upon the information available today, a timeline and cost estimate for each year are shown below. As final IEPA guidelines are released and the Village starts implementation of this program, this plan and budget can be revisited annually.



Recommendation:

Staff recommends the ARPA be used as follows:

Range of Funding Options	Staff Recommendation	Replace Revenue Loss
\$2,700,000	\$2,700,000	Streetscape Improvements (Westside) – Glenview Road from Washington to RR tracks and Harlem/Lehigh from Dewes to Prairie
\$100,000-\$400,000	\$300,000	Business Support Program
	\$3,000,000	Subtotal Revenue Loss Category
		Water Infrastructure
\$1,000,000-\$3,000,000	\$2,400,000	Lead service line replacement
\$1,000,000-\$3,000,000	\$1,000,000	Accelerated watermain replacement plan
	\$3,400,000	Subtotal Water Infrastructure Category
	\$6,400,000	TOTAL

Non-Profit Funding Update**BACKGROUND:**

The Village Board of Trustees has historically allocated funds for certain social services as part of the annual budget cycle. During Budget Workshop I, the Board discussed and established a target budget range increase of between 3.0-7.5% for 2022 for the service categories displayed below.

Service Category	2021 Funding	2022 Preliminary Budget Range (3.0-7.5%)
Senior Assistance	\$157,510	\$162,253 - \$169,323
Youth Mental Health Services and Programming	\$155,000	\$159,650 - \$166,625
Family Mental Health Services and Programming	\$75,000	\$77,250 - \$80,625
Total	\$360,095	\$399,135 - \$416,573

On July 30, staff published a comprehensive request for funding application and scoring rubric on the Village’s website. The scoring rubric was established to measure the degree to which a service provider can achieve the Village’s service delivery goals of effectively and efficiently providing senior assistance and mental health services and programming for incorporated Glenview residents. The rubric evaluates the number of incorporated Glenview residents served annually as well as the service provider’s ability to articulate the local needs their organization addresses, the strategies utilized to address those needs, specific goals and measurement tools employed by the organization, provide a detailed explanation of their funding request to provide services that support the Village’s service delivery goals, and how the organization will measure the impact and success of programming provided through Village funding.

Staff received four requests for funding from various local social service agencies by the September 1 deadline. Following the Board’s discussion and direction at Workshop I, a staff committee comprised of representatives from several departments conducted an evaluation and scored each request according to the rubric. Based upon this evaluation and the budget parameters set by the Board, staff has prepared funding recommendations presented below.

DISCUSSION:

An interdepartmental team was formed to conduct the comprehensive review of the service provider funding requests. This team included Julie Fleckenstein (Police Department Social Worker), Joel Detloff (Police Sergeant and Community Relations Officer), Jeff Rogers (Deputy Director of Community Development), Ben Wiberg (Management Analyst), and Nick Santoro (Director of Management Services). Each committee member independently reviewed and scored the requests for funding based upon the provider’s ability to support the Village’s service delivery goals. The full committee then met to discuss service provider’s funding requests in detail and tabulate the average score for each request. Service provider requests were then sorted into their respective funding categories: Senior Assistance, Youth Mental Health Services and Programming, and Family Mental Health Services and Programming.

Finally, requests were sorted into funding bands based upon their average request score. Service providers within the same band are treated the same. Under this system, funds are allocated first to highly qualified service providers, then to qualified service providers, and finally to minimally qualified service providers. If funds are available, requests will be fully funded prior to moving to the next band. If there are multiple agencies within a single band, and funds are insufficient to fully fund all requests, requests for the applicable agencies will be reduced by the same percentage until the requests match the available funding. The funding bands, the score range to qualify for each band, and examples of funding scenarios are included below.

Funding Band Determined by Committee Review	Score Range
Tier 1 Qualified Service Provider - providers that receive this rating have demonstrated a very strong ability to support the Village’s service delivery goals. Based on availability of funds, the Village will strive to fully fund highly qualified service providers.	140-120
Tier 2 Qualified Service Providers - providers that receive this rating have demonstrated a strong ability to support the Village’s service delivery goals. After highly qualified providers are funded, the Village will strive to fully fund qualified service providers.	119-105
Tier 3 Qualified Service Provider - providers that receive this rating have demonstrated the ability to support the Village’s service delivery goals. If funds are available after funding highly qualified and qualified providers, the Village will strive to fully fund minimally qualified service providers.	104-90
Provider Not Eligible for Funding – The Village will not fund service providers that do not meet the minimum score to be eligible for funding.	Less than 90

Scenario 1 – Funding adequate to fund all qualified service providers. Requests for funding rated into the same band.

			Available Budget:	\$75,000
<i>Agency</i>	<i>Funding Band</i>	<i>Request</i>	<i>Recommended Funding</i>	
Agency A	Tier 1	\$50,000	\$50,000	
Agency B	Tier 1	\$25,000	\$25,000	
Recommended Funding:			\$75,000	

Scenario 2 – Funding adequate to fund all qualified service providers. Requests for funding rated into different bands.

			Available Budget:	\$75,000
<i>Agency</i>	<i>Funding Band</i>	<i>Request</i>	<i>Recommended Funding</i>	

Agency A	Tier 1	\$50,000	\$50,000
Agency B	Tier 2	\$25,000	\$25,000
Recommended Funding:			\$75,000

Scenario 3 – Funding not adequate to fund all qualified service providers. Requests for funding rated into different bands. Funding allocated first to the Tier 1 service provider.

Available Budget:			\$50,000
<i>Agency</i>	<i>Funding Band</i>	<i>Request</i>	<i>Recommended Funding</i>
Agency A	Tier 1	\$50,000	\$50,000
Agency B	Tier 2	\$25,000	\$0
Recommended Funding:			\$50,000

Scenario 4 – Funding not adequate to fund all qualified service providers. Requests for funding rated in the same band. Funding allocated to both agencies with each request being decreased by the same percentage to allocate funding within the available budget.

Available Budget:				\$50,000
<i>Agency</i>	<i>Funding Band</i>	<i>Request</i>	<i>% Request Reduction</i>	<i>Recommended Funding</i>
Agency A	Tier 1	\$50,000	33.33%	\$33,333
Agency B	Tier 1	\$25,000	33.33%	\$16,667
Recommended Funding:				\$50,000

Non-Profit Funding Committee Recommended Funding for 2022 Budget

Youth Mental Health Services/Programming – One request for funding was received under this category from Youth Services of Glenview and Northbrook. Per their funding request, Youth Services provides early intervention, intervention, and crisis response services to the community. Youth Services’ 2022 request is for \$155,000, which is the same amount received in 2021, plus the continuation of landscaping services (estimated cost of \$4,000). Their proposal outlines programming to be provided with the requested funds, which includes individual/group therapy, afterschool & summer programming to Greenwood and Sunset Village, juvenile diversion, study buddies, emergency response services, coffee talk for Spanish speaking mothers, and pride youth. The request for funding was scored 126.8 and designated as a Tier 1 qualified service provider. The committee is recommending funding of \$155,000, which fully funds their request and is within the budget approved by the Board for youth mental health services/programming, plus the continuation of landscaping services by the Village.

Available Budget:					\$159,650 - 166,625
<i>Agency</i>	<i>Average Request for Funding Score</i>	<i>Funding Band</i>	<i>2021 Funding</i>	<i>2022 Request</i>	<i>2022 Recommended Funding</i>

Youth Services of Glenview Northbrook	126.8	Tier 1	\$155,000 plus landscape & snow/ice removal (est. \$7,155)	\$155,000 plus landscaping services (est. \$4,000)	\$155,000 landscaping services (est. \$4,000)
Total Recommended Funding:					\$155,000

Senior Assistance Services - One request for funding was received under this category from North Shore Senior Center (NSSC). Per their funding request, NSSC provides programs and services designed to help older adults navigate the challenges of remaining in their homes, avoiding isolation, and maintaining their independence by connecting them to community resources. NSSC's 2022 request is for \$167,235. Their proposal outlines programming to be provided with the requested funds including an on-site Senior Services Coordinator, Senior Housing Assistance Program, and Angel Funds (grants for emergency financial assistance). The request for funding was scored 115.8 and designated as a Tier 2 qualified service provider. The committee is recommending funding of \$167,235, a 6.2% increase, which fully funds the request and is within the available budget.

Available Budget:					\$162,253 - \$169,323
Agency	Average Request for Funding Score	Funding Band	2021 Funding	2022 Request	2022 Recommended Funding
North Shore Senior Center	115.8	Tier 2	\$157,510	\$167,235	\$167,235
Total Recommended Funding:					\$167,235

Family Mental Health Services/Programming – Two requests for funding were received under this category from The Josselyn Center and Family Service Center.

Per their funding request, The Josselyn Center is a certified Community Mental Health Center that provides comprehensive mental health services to low-income individuals. They are also the sole provider of outpatient psychiatry services in a 375 square mile area for Medicaid recipients. The Josselyn Center's 2022 request is for \$55,000 which is a \$5,000 increase from 2021. Their proposal outlines programming to be provided with the requested funds including providing therapy and psychiatric services to residents of incorporated Glenview, including those who receive Medicaid. The Josselyn Center request for funding was scored 109.0 and designated as a Tier 2 qualified service provider.

Per their funding request, Family Service Center provides accessible evidence-based counseling, crisis response, outreach and education to the individuals, families, and the community. Family Service Center's 2022 funding request outlines programming to be provided with the requested funds including supporting the delivery of counseling services to incorporated Glenview residents and assistance in offsetting a portion of the cost of unfunded services to low-income residents. Family Service Center's 2022 request for these services is \$25,000. The request for funding was scored 100.4 and designated as Tier 3 qualified service provider.

Family Service Center also requested additional funding in the amount of \$23,500 for programming types outside the scope of services historically funded by the Board. The Committee did not include these services for recommendation which are detailed later in this memo.

The Josselyn Center's score places their request in the qualified service provider band and the Family Service Center score places their request in the minimally qualified service provider band. As such, the committee is

recommending that The Josselyn Center’s request will be fully funded at \$55,000. After funding The Josselyn Center’s request, \$25,625 remains in the available budget. As such, the committee is recommending that Family Service Center’s request will be fully funded at \$25,000. Total funding represents a 6.7% increase in funding for the Family Mental Health Services and Programming category compared to 2021.

Available Budget:					\$77,250 - \$80,625
Agency	Average Request for Funding Score	Funding Band	2021 Funding	2022 Request	2022 Recommended Funding
The Josselyn Center	109.0	Tier 2	\$50,000	\$55,000	\$55,000
Family Service Center	100.4	Tier 3	\$25,000	\$25,000	\$25,000
Total Recommended Funding:					\$80,000

Requested Service Categories not previously funded – As mentioned in the previous section, Family Service Center requested funding for additional programs that have not historically been funded by the Village Board. As these services have not previously been funded by the Village, the Committee did not include these services as part of the formal recommendation. The requested programming is included below with information provided by the applicant should the Board wish to consider expanding the scope of services. All detail on programming, benefits, and the requested amount were provided by Family Service Center in their funding application.

Family Service Center - Programming	Program Benefits Provided by Family Service Center	Family Service Center - Funding Request
Educational Programming	Continuing to build up on the critical educational programming developed to offer knowledge and support to parents, educators, students, seniors, and the community at large allows larger groups of residents to better identify and support themselves and others when times of stress arise.	\$4,500 - Can allow for approximately an additional 10 educational programs to be developed by FSC clinicians and shared both synchronously and asynchronously.
Digital Outreach	A focus on breaking down barriers to mental health programming and supports, through digital platforms and extending the voice of FSC expert clinicians can improve the likelihood of Glenview residents to seek out and accept mental health supports.	\$10,000 - Will add capacity to FSC’s planned web-based build out, as well as fund content creation by FSC clinicians that can be better adapted to Glenview resident demographics

Skill Building Resilience Builder Program and Mindfulness Group Sessions	Expansion of preventative group skill building programs are an investment in reducing crisis in the future.	\$7,500 - Will add FSC's ability to offer Resilience Builder Program or Mindfulness partial or full scholarships for up to 20 Glenview residents who qualify based upon need.
Crisis Response	Ensuring seasoned clinicians are available to respond to both assess and individual's or others immediate safety as well as offer organizational support in times of unexpected crisis is an incredible asset in Glenview.	\$1,500 - Supports clinical staff efforts to respond to community crisis.
	Total Requested Funding	\$23,500

The table below summarizes the committee's findings including the 2022 recommendations for funding for each organization based upon the service provider's ability to support the Village's service delivery goals of effectively and efficiently providing senior assistance and mental health services and programming for incorporated Glenview residents as determined by the scoring rubric.

<i>Agency</i>	<i>Average Request for Funding Score</i>	<i>Funding Band</i>	<i>Service Category</i>	<i>2021 Funding</i>	<i>2022 Request</i>	<i>2022 Recommended Funding</i>
Youth Services of Glenview Northbrook	126.8	Tier 1	Youth Mental Health Services/Programming	\$155,000 plus landscape & snow/ice removal (est. \$7,155)	\$155,000 plus landscaping services (est. \$4,000)	\$155,000 plus landscaping services (est. \$4,000)
North Shore Senior Center	115.8	Tier 2	Senior Assistance	\$157,510	\$167,235	\$167,235
The Josselyn Center	109.0	Tier 2	Family Mental Health Services/Programming	\$50,000	\$55,000	\$55,000
Family Service Center	100.4	Tier 3	Family Mental Health Services/Programming	\$25,000	\$25,000	\$25,000

Staff requests Board discussion of the staff committee recommendations and final direction regarding Non-Profit funding.

ATTACHMENTS:

1. Capital Improvement Program (CIP) Summary FY2022-2026
2. CIP 2022-2026 Road Program List
3. CIP 2021-2025 Road Program Map
4. CIP Open House Comments
5. Supplemental Information for Non-Profit Funding

ATTACHMENT 1

Capital Improvement Program (CIP) Summary FY2022-2026

Capital Improvement Program Summary

Capital Improvement Program	2021 Budget	2021 Estimate	2022 Budget	2023 Projection	2024 Projection	2025 Projection	2026 Projection
Sources							
<i>Prior Year's Balance</i>	5,006,353	5,752,542	4,969,061	479,648	479,649	479,648	479,647
Grants	927,043	1,953,826	2,807,756	1,830,283	262,000	-	-
Prior Year MFT Fund Balances	-	-	-	-	-	-	-
Appropriated Prior Year Corporate Fund Balance	-	-	1,000,000	-	-	-	-
All Other Revenues	17,792,216	16,519,016	21,510,856	17,956,276	19,025,211	19,226,592	19,899,383
Total Available	23,725,612	24,225,384	30,287,672	20,266,207	19,766,859	19,706,240	20,379,030
Uses (Major Projects)							
Design/Project Management	1,831,520	1,801,520	2,026,670	1,399,378	1,591,463	1,413,135	1,643,415
Annual Road Resurfacing	1,828,657	1,828,657	2,480,809	1,913,084	3,638,072	4,656,435	4,625,101
Water System Projects	3,040,520	3,040,520	3,840,357	3,707,224	2,105,767	4,915,842	2,915,163
Road Reconstruction	10,060,771	10,060,771	12,759,748	10,698,936	10,424,628	4,334,128	7,733,151
Special Projects							
<i>East Lake/Waukegan Intersection</i>	237,146	-	317,146	440,000	500,000	-	-
<i>Downtown Parking</i>	1,000,000	-	1,000,000	-	-	-	-
<i>I294 Ramp (Phase I)</i>	-	-	420,000	-	-	-	-
<i>Chestnut Avenue Reconstruction & Bike Path</i>	250,000	195,000	1,190,940	-	-	-	-
<i>Willow & Pfingsten Improvements IDOT</i>	74,520	27,472	47,048	-	-	-	-
<i>Glenview/Harlem Streetscape Phase I</i>	50,000	-	50,000	-	-	-	-
<i>Waukegan Streetscape Engineering</i>	-	-	-	-	-	300,000	-
<i>Glenview Road Bridge over Middle Fork of NBCR - Phase II</i>	50,000	-	150,000	-	175,000	-	-
<i>Gateway Sign Construction - Phase I</i>	383,842	183,842	200,000	-	-	-	-
<i>Transportation Plan-Bike and Sidewalk Plan Updates</i>	-	-	95,000	-	-	-	-
<i>Milwaukee/Zenith Intersection Pedestrian Improvements</i>	-	-	-	500,000	-	-	-
<i>Depot Parking Lot (West)</i>	-	-	-	-	-	-	300,000
<i>Depot Parking Lot (East)</i>	-	-	-	-	-	-	400,000
<i>Willow/Shermer Intersection</i>	160,000	-	160,000	-	-	-	-
<i>Patriot-Costco Intersection Improvements</i>	500,000	-	-	-	-	-	-
<i>Willow Road Bridge Replacement at Techny Basin</i>	-	-	-	-	50,000	-	-
<i>Glenview Road Streetscape</i>	-	-	-	-	-	625,000	260,000
<i>Other Special Projects</i>	1,077,223	1,057,223	1,536,613	922,770	519,970	1,472,589	272,037
Stormwater Projects							
<i>Quickwin Storm Improvements</i>	100,000	100,000	20,000	60,000	83,155	80,000	60,000
<i>Stormwater Master Plan Updates</i>	150,000	150,000	275,000	-	-	-	-
<i>Storm Sewer Lining</i>	-	-	55,000	30,000	-	-	-
<i>Pine Street Bank Stabilization</i>	423,000	423,000	-	-	-	-	-
<i>Tall Trees Flood Prevention</i>	-	-	3,000,000	-	-	-	1,000,000
<i>Lehigh Detention</i>	-	-	-	-	-	1,100,000	-
<i>Other Stormwater Projects</i>	388,317	388,317	183,692	115,168	199,157	329,464	690,514
Total Uses (Major Projects)	21,605,517	19,256,323	29,808,024	19,786,558	19,287,212	19,226,594	19,899,382
Prior Year Projects	2,886,257	2,886,257	1,723,036	-	-	-	-
Estimated Ending Balance	2,120,095	4,969,061	479,648	479,649	479,648	479,647	479,648

ATTACHMENT 2

CIP 2022-2026 Road Program List



LEGEND:
Road Program
CDS = Cul-de-sac
SSA Program

**2022-2026 ROAD PROGRAM
(As Proposed)**

2022 ROAD RESURFACING		
Street Name	From	To
Harrison Street	Greenwood Road	Warren Road
Warren Road (WATER)	Warren Road	West End
Iroquois Drive	Mohawk Lane	Mohawk Lane
Robincrest Lane (WATER)	Harlem Avenue	Shermer Road
Spruce Street (WATER)	Robincrest Lane	Central Road
Wissing Lane (WATER)	Robincrest Lane	South End
Lincoln Street	Robincrest Lane	Central Road
Garden Court (WATER)	Robincrest Lane	north end
Alley Reconstruction	Collax Avenue	south end
MARS Asphalt		
MARS Concrete Supplemental to PW		
	Total Length	2.0 Miles

2022 ROAD RECONSTRUCTION		
Street Name	From	To
Basswood Court & Circle	Sequoia Trail	Silverwillow Drive
Redbud Lane	Basswood Circle	Blackthorn Drive
Silverwillow Drive	Sequoia Trail	Blackthorn Drive
Blackthorn Drive	Sequoia Trail	1505 Blackthorn
Chatham Road (WATER)	Glenview Road	south end
Woodlawn Road (SSA)	Brandon Road	Wagner Road
Ferndale Road & CDS	Harms Road	Hunter Road
Parkview Road	Golf Road	North CDS
Central Road (SSA)	Harlem Avenue	Lehigh Avenue
Spruce Street	Harrison Street	Collax Avenue
Birchwood Court	Shermer Road	Spruce Street
Chestnut Avenue	Waukegan Road	Lehigh Avenue
Larch Avenue (WATER)	Magnolia Street	Maple Street
Linneman Street (WATER)	Greenwood Road	Wedel
	Total Length	3.73 Miles

2023 ROAD RESURFACING		
Street Name	From	To
Gladish Lane (WATER)	Glenview Road	north end
Fielding Drive	Primrose Lane	Constitution Drive
Constitution Drive	Fielding Drive	Independence Avenue
Enterprise Drive	Chestnut Avenue	Fielding Drive
Annapolis Drive	Fielding Drive	Constitution Drive
Indian Ridge	Mohawk Lane	Osage Drive
Indian Ridge CDS's	Indian Ridge	end of CDS
Independence Avenue	Fielding Drive	Constitution Drive
Nimitz Drive	Patriot Blvd	Constitution Drive
Thistle Road	Annapolis Drive	Independence Avenue
Thornwood Avenue	Imperial Drive	Greenwood Road
Prairie Lawn Road	Independence Avenue	East Lake Ave (Corp Limit)
Peachgate Road & Cul-de-Sac	Prairie Lawn Road	Peachgate Lane
Huber Lane	East Lake Avenue	North CDS
MARS Asphalt		
MARS Concrete Supplemental to PW		
	Total Length	3.25 Miles

2023 ROAD RECONSTRUCTION		
Street Name	From	To
Maclean Court	West End	Waukegan Road
Linneman Street	Larkdale Drive	Lincoln Street
Spruce Street and Alleys	Linneman Street	Henley Street
Washington Street	Golf Road	Collax Avenue
Henley Street	Waukegan Road	Railroad Avenue
Lincoln Street	Collax Avenue	Harrison Street
Prairie Lawn Road	Linneman Street	Glenview Road
Elm Street (WATER)	Collax Avenue	Harrison Street
Spruce Street	Glenview Road	Fir Street
Mary Kay Lane (WATER)	Maple Leaf Drive	Greenwood Road
Lilac Avenue (WATER)	Maple Street	Milwaukee Avenue
	Total Length	2.62 Miles

2024 ROAD RESURFACING		
Street Name	From	To
Pick Lane with CDS's (WATER)	Short Lane	Central Parkway
Short Lane (WATER)	Central Road	Pick Lane
Covert Road w/ CDS (WATER)	Shermer Road	Pick Lane
Cottonwood Drive	Thistle Road	Fielding Drive
Flora Avenue	Village Limits	Fontana Drive
Fontana Drive	Washington Road	Bel Air Drive
Gregory Drive	Milwaukee Avenue	End of CDS
Claire Court	Ravine Way	End of CDS
Ravine Way	Old Willow Road	Willow Road
Ridge Drive	Ravine Way	Ravine Way
Glenwood Lane/Dell Place	Glenview Road	Glendale Road
Arbor Lane	Glenview Road	South End
Bellwood Lane	Greenwood Road	East End
Crestwood Lane	Glendale Road	East CDS
Knollwood Lane/Springdale	Glendale Road	Glendale Road
Lindenwood Lane	Glendale Road	East CDS
MARS Asphalt		
MARS Concrete Supplemental to PW		
	Total Length	4.31 Miles

2024 ROAD RECONSTRUCTION		
Street Name	From	To
Sequoia Trail	East Lake Avenue	Chestnut
Tulip Tree and Alder Place	Sequoia Trail	End of CDS
Huckleberry Lane	Wagner Road	West End
Linneman Street	Lincoln Street	Harlem Avenue
Roosevelt Street	Prairie Street	Fir Street
Sumac Circle	West End	East End
Fir Street	Shermer Road	East End
Cedarwood Lane	Linden Leaf Drive	Fir Street
Greendale Road/Meadow (WATER)	Central Road	Greenwood Road
Wagner Road (WATER)	Kenilworth	South of De L'ogier
Hawthorne Lane	Lake Avenue	Elmwood Avenue
	Total Length	2.60 Miles

2025 ROAD RESURFACING		
Street Name	From	To
Swainwood Drive (WATER)	West CDS	Roosevelt Avenue
Glen Oak Drive	North End	Ridgewood Lane
Thistle Road	Independence Avenue	Lehigh Avenue
Bluestem Lane	Chestnut Avenue	Cottonwood Drive
Bluestem Lane	Fielding Drive	Thistle Road
Timothy Drive	Primrose Lane	Cottonwood Drive
Daisy Avenue	Bluestem Lane	Primrose Lane
Winsor Drive	Glenview Road	Golfview Road
Arbor Lane (WATER)	Heatherfield Lane	Wilmette Avenue
Wagner Court	Wagner Road	West CDS
Primrose Lane	Indigo Lane	Fielding Drive
Swainwood Drive	Roosevelt Avenue	Spruce Drive
Roosevelt Avenue	Fir Street	Swainwood Drive
Fir Street	Roosevelt Avenue	Spruce Street
Alvin Court	South End	North End
Buttonwood Lane	Swainwood Drive	North End
Spruce Street	Fir Street	Spruce Drive
Elm Street	Fir Street	North End
Pam Anne Drive (WATER)	Knollwood Lane	South and North CDS
Linden Lane	Wagner Road	West End
MARS Asphalt		
MARS Concrete Supplemental to PW		
Total Length		4.40 Miles

2025 ROAD RECONSTRUCTION		
Street Name	From	To
Covert Road	Huber Lane	Michael Manor
Lincoln Street	Golf Road	McArthur Drive
Lincoln Street	Collfax Avenue	McArthur Drive
Linneman Street	Waukegan Rd	Railroad Avenue
Maple Leaf Drive (WATER)	Mary Kay Lane	Strawberry Lane
Raleigh Road (WATER)	Glenview Road	North CDS
Grove Street (WATER)	Raleigh Road	Waukegan Road
Total Length		1.79 Miles

2026 ROAD RESURFACING		
Street Name	From	To
Swainwood Drive (WATER)	West CDS	Roosevelt Avenue
Del'Ogier Drive	Wagner Road	Wagner Road
Monroe Avenue	North End	Chestnut Avenue
Jefferson Avenue	Monroe Avenue	West End
Rogers Avenue	Monroe Avenue	West End
Johns Drive	Chestnut Avenue	Johns Court
Old Willow Road	Ravine Way	Johns Drive
Harrison Street	Shermer Road	Flora
Elmdale Avenue	West Lake Avenue	Pickwick Avenue
Pickwick Avenue	Thornwood Avenue	West Lake Avenue
Thornwood Avenue	Greenwood Road	East End
Countryside Lane	Milwaukee Avenue	Village Limits
Nottingham Avenue	Harrison Street	Collfax Avenue
Rugen Road	Lehigh Avenue	West End
Joy Lane	Pfingsten Road	Grace Lane
Marie Lane	Joy Lane	Grace Lane
La Fontaine	Robin Lane	Joy Lane
Barry Lane	La Fontaine	Robin Lane
Robin Lane	Grace Lane	East Lake Avenue
Grace Lane	Marie Lane	Robin Lane
Evergreen Ter	Plymouth Lane	North Cul-de-Sac
Plymouth Lane (WATER)	Evergreen Terrace	Huntington Drive
Plymouth Lane (WATER)	Huntington Drive	Evergreen Terrace
Pendleton Lane (WATER)	Evergreen Terrace	Sunset Ridge Road
MARS Asphalt		
MARS Concrete Supplemental to PW		
Total Length		4.94 Miles

2026 ROAD RECONSTRUCTION		
Street Name	From	To
Elm Street	Glenview Road	Dewes Street
Lincoln Street	Larkdale Drive	Linneman Street
Larkdale Drive	Harlem	Pavement Change
Cariann Lane (WATER)	Lake Avenue	Mark Drive
Mark Drive (WATER)	Cariann Lane	Cariann Drive
Elm Street	Collfax Avenue	McArthur Drive
Elm Street	McArthur Drive	Golf Road
Lincoln Street	Glenview Road	Henley Street
Vernon Road (WATER)	Raleigh Road	North CDS
Additional Water Main Replacement Projects to be determined		
Total Length		1.64 Miles

TOTAL RECON	12.36 Miles
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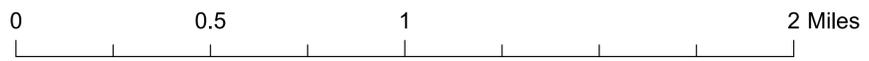
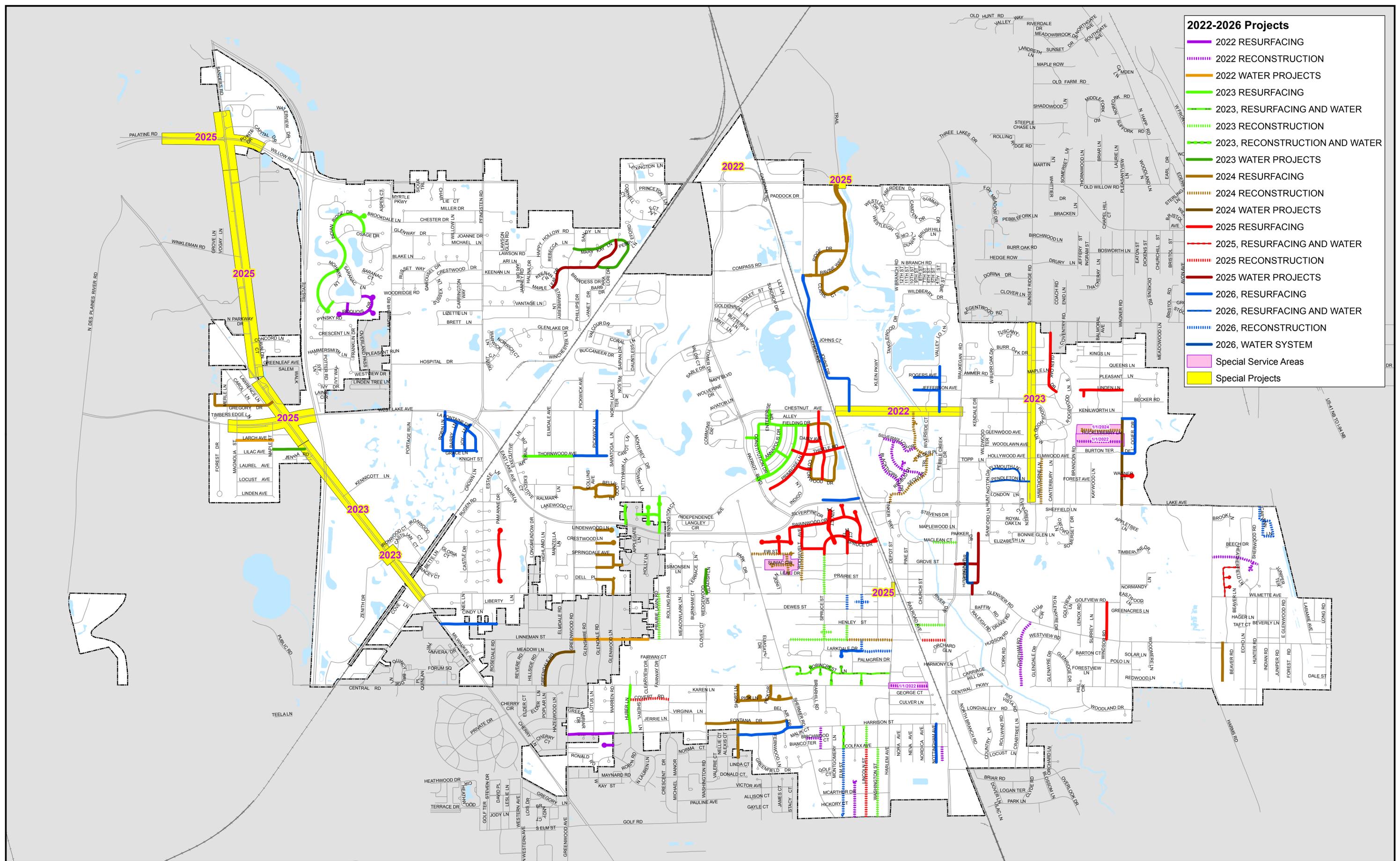
TOTAL RESURF -	18.9 miles
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ATTACHMENT 3

CIP 2021-2025 Road Program Map

- 2022-2026 Projects**
- 2022 RESURFACING
 - - - 2022 RECONSTRUCTION
 - 2022 WATER PROJECTS
 - 2023 RESURFACING
 - - - 2023, RESURFACING AND WATER
 - - - 2023 RECONSTRUCTION
 - - - 2023, RECONSTRUCTION AND WATER
 - 2023 WATER PROJECTS
 - 2024 RESURFACING
 - - - 2024 RECONSTRUCTION
 - 2024 WATER PROJECTS
 - 2025 RESURFACING
 - - - 2025, RESURFACING AND WATER
 - - - 2025 RECONSTRUCTION
 - 2025 WATER PROJECTS
 - 2026, RESURFACING
 - - - 2026, RESURFACING AND WATER
 - - - 2026, RECONSTRUCTION
 - 2026, WATER SYSTEM
 - Special Service Areas
 - Special Projects



The Village of
Glenview

Proposed 2022-2026 Capital Improvement Program

10/22/2021

GIS Consortium

ATTACHMENT 4

CIP Open House Comments

Village CIP Outreach:

Over the past several weeks the Village has promoted the opportunity to comment on the Village's Capital Improvement Program (CIP) utilizing the following methods:

- October Village Newsletter sent to every Glenview mailing address
- In-person CIP Open House at Village Hall on October 14, 2021
- Headline on the Village website
- By email to CapitalProjects@glenview.il.us
- On a virtual CIP map that could be accessed [online here](#)
- Notifications via eGlenview

Public CIP Comments:

Concerns relayed regarding roadway conditions and the expected timeframe for improvements to those roads are listed below:

- Gregory Drive – Programmed for resurfacing in 2024
- Fontana Drive – Programmed for resurfacing in 2024
- 1600 block of Meadow – As part of the 2021 CIP MARS it was completed in Fall of 2021
- Elmwood near Canterbury – As part of the 2021 CIP MARS it was completed in Fall of 2021
- Juniper Road (south of Glenview) – As part of the 2021 CIP MARS it was completed in Fall of 2021
- Lincoln Street (south of Harrison) – Programmed for reconstruction in 2023 and 2024. A work order was submitted to the Public Works Department and patching will be completed this fall and monitored until the 2023/2024 project is completed.
- Swainwood neighborhood – Programmed in 2025 for resurfacing. Several sections were patched over the 2020-2021 timeframe.
- Larkdale (west of Harlem) – Programmed for reconstruction in FY2026
- Pfingsten Road at Glenlake Estates entrance - A work order was submitted to the Public Works Department and temporary patching will be completed this fall. The final, permanent patch and striping will be completed in Spring 2022.
- Wagner Road and Sunset Road – Cook County has Sunset Road programmed for resurfacing in 2023 and a request was submitted to Cook County for patching a few sections of roadway.
- Alley (behind Waukegan, south of Maplewood) – Programmed for reconstruction in FY2023
- Alley of Lincoln (south of Glenview) – Programmed for reconstruction in FY2025
- 1416 East Lake Avenue – Curb condition and drainage issue at the curb line - The Public Works Department has notified the Cook County Highway Department of this required maintenance. The County will inspect this fall and we expect the final repair to be completed in 2022.

Concerns with roadway conditions, drainage, sidewalk or streetscape:

- Green medians on Waukegan, and East Lake Avenue (by the Village Hall), new noise fencing on East Lake Avenue – evaluate private vs. public fences. Evaluate medians and coordinate with Cook County as part of the future resurfacing project
- Fir Street drainage - Programmed for reconstruction in FY2024
- Sidewalk addition along Fontana Drive – To be considered as part of the resurfacing in FY2024
- Sidewalk addition along Ravine Way - To be considered as part of the resurfacing in FY2024
- Crosswalk/Depressed Curb on John Drive at path near The Glen Metra Station – Being evaluated by the Traffic Committee
- Railroad (between Glenview and Henley) – dark street/needs lights – the Public Works Department will confirm that existing ComEd lighting on the adjacent side streets are

functioning. Additional/expanded area-wide lighting would require an evaluation and a new future project.

- Wedel (south of Glenview) – add sidewalk, add storm sewer – This will require evaluation and coordination with Norhtfield Township to establish a joint project
- 3517 Lawson - icy sidewalk near school – A work order was submitted to the Public Works Department and replacement of approximately 300 feet of existing sidewalk will be required to reestablish positive drainage. This work will be scheduled to be completed in Spring 2022. Public Works will also monitor during the winter.
- 3734 Miller Drive- sink hole in parkway area, adjustment needed to b-box, sidewalk sunk – A work order was submitted to the Public Works Department and black dirt and seed will be applied to the areas that have settled. In addition, a new parkway tree will be planted this fall in an area that has settled due to the loss of the prior tree.
- Glenview Road – south of Shermer- Streetscape beatification, including flowerbeds/shrubs in parkway areas, buried underground utilities – Evaluate with future projects

Water main Improvements:

- Replace water main at 1700 block of Wagner – Programmed for replacement in FY2024
- Replace water main on Sleepy Hollow – Programmed in 10-year water main replacement plan

ATTACHMENT 5

Supplemental Information for Non- Profit Funding

2022 Village of Glenview Non-Profit Services Application Rating Scorecard

Organization: Youth Services

Date of Evaluation: 10/13/21

Criteria #	Criteria Description	Possible Points	Applicant Points
1	The applicant clearly explains the organization's mission, scope of work, and goals.	5	5
	The application fails to explain the organization's mission, scope of work, and goals.	0	
	The application partially explains the organization's mission, scope of work, and goals.	2	
	The application fully/thoroughly explains the organization's mission, scope of work, and goals.	5	
2	The applicant clearly describes the local needs the organization addresses and explains the strategies used to specifically and directly address the local needs.	15	15
	The application fails to explain the strategies the organization uses to specifically and directly address the local needs.	0	
	The application partially explains the strategies the organization uses to specifically and directly address the local needs.	5	
	The application fully/thoroughly explains the strategies the organization uses to specifically and directly address the local needs.	15	
3	The applicant clearly explains how the organization establishes goals and measures goal progress and outcomes.	10	10
	The application fails to explain how the organization measures goal progress and outcomes	0	
	The application partially explains how the organization measures goal progress and outcomes	5	

		The application fully/thoroughly explains how the organization establishes goals, measures goal progress and outcomes, and uses data from past year in Glenview.	10	
4	The applicant clearly explains how the organization formally collaborates with other local organizations to decrease duplication of services and improve results for the community.		5	5
		The application fails to explain the organization's efforts to collaborate with other local organizations.	0	
		The application partially explained the organization's efforts to collaborate with other organizations to decrease duplication of services and improve results for the community. The application included specific examples of informal partnerships with other organizations.	2	
		The application fully/thoroughly explains the organization's efforts to collaborate with other organizations to decrease duplication of services and improve results for the community. The application included specific examples of formal agreements with other organizations.	5	
5	The applicant provides evidence of community support for their organization and the services it provides.		5	5
		The application fails to provide evidence of community support for their organization and the services it provides.	0	
		The application partially offers evidence of community support for their organization and the services it provides.	2	
		The application fully/thoroughly offers evidence of community support for their organization and the services it provides.	5	
6	The applicant clearly describes the organization's annual fundraising activities, efforts to identify additional sources of funding, and demonstrates a diversified funding strategy.		10	10

		The application fails to describe the organization's commitment to continued annual fundraising efforts and identification of other sources of funding.	0	
		The application partially describes the organization's commitment to continued annual fundraising efforts, identification of other sources of funding, and a diversified funding strategy.	5	
		The application fully/thoroughly describes the organization's commitment to continued annual fundraising efforts, identification of other sources of funding, and a diversified funding strategy.	10	
7	The applicant clearly describes the organization's most recent efforts to expand services and target new audiences.		5	5
		The application fails to describe the organization's most recent efforts to expand services and target new audiences.	0	
		The application partially describes the organization's most recent efforts to expand services and target new audiences.	2	
		The application fully/thoroughly describes the organization's most recent efforts to expand services and target new audiences.	5	
8	The applicant clearly describes the organization's engagement of high need and/or underserved populations.		10	10
		The application fails to describe the organization's engagement of high need and/or underserved populations.	0	
		The application partially describes the organization's engagement of high need and/or underserved populations.	5	
		The application fully/thoroughly described the organization's engagement of high need and/or underserved populations. The application included information on the specific strategies, the effectiveness of the strategies, and how the program beneficiaries are involved in program planning and governance.	10	
9	The applicant provided complete financial information		10	10

		The application fails to provide complete financial information in the format requested	0	
		The application fully/thoroughly provided financial information including providing documentation of expenditures in the requested categories and all requested supplemental material.	10	
10	The applicant clearly summarizes the organization's grant proposal.		20	20
		The application fails to summarize the organization's grant proposal.	0	
		The application partially summarizes the organization's grant proposal.	10	
		The application fully/thoroughly summarizes the organization's grant proposal including a complete explanation of the request amount and specifically how the Village funds would be used, including what programs will be funded, the estimated number of unique residents will be served, and the determination of how the request amount was calculated. If the organization is requesting an increased grant amount compared to last year's award, the application fully/thoroughly explained the need for increased funding levels.	20	
11	The applicant's 2022 funding proposal provides services to a significant number of incorporated Glenview residents annually.		25	15
		The organization provides services to less than 100 unique incorporated Glenview residents annually.	0	
		The organization provides services to 100-300 unique incorporated Glenview residents annually.	7	
		The organization provides services to 301-1,000 unique incorporated Glenview residents annually.	15	
		The organization provides services to over 1,000 unique incorporated Glenview residents annually.	25	
12	The applicant clearly describes how the organization will measure the impact/success of the program(s) being funded by the Village.		10	8
		The application fails to describe how the organization will measure the impact/success of the program(s) being funded by the Village.	0	

		The application partially describes how the organization will measure the impact/success of the program(s) being funded by the Village.	5	
		The application fully/thoroughly describes how the organization will measure the impact/success of the program(s) being funded by the Village.	10	
13	The applicant clearly describes why the organization is requesting Village funding.		5	5
		The application fails to describe why the organization is requesting Village funding.	0	
		The application partially describes why the organization is requesting Village funding.	2	
		The application fully/thoroughly describes why the organization is requesting Village funding. The applicant provided detailed information on how the funding would help the organization advance its mission and goals, support the need for services the organization provides to the Glenview community and enhance the quality of life for the Village and its residents.	5	
14	The applicant clearly describes the organization's plans if the amount of Village funding is less than anticipated.		5	3.8
		The application fails to describe the organization's plans if the amount of Village funding is less than anticipated.	0	
		The application partially describes the organization's plans if the amount of Village funding is less than anticipated.	2	
		The application fully/thoroughly describes the organization's plans if the amount of Village funding is less than anticipated.	5	
			Total Possible Points	Total Applicant Points
			140	0

126.8



2022 Non-Profit Core Service Funding Application

The Village of Glenview Board of Trustees provides limited grant funding to eligible non-profit social services providers in the Village. Organizations seeking funding must complete and submit this application and all required materials by **September 1, 2021**. Completed applications and questions regarding the application process can be directed to Ben Wiberg, Management Analyst, at bwiberg@glenview.il.us or (847) 904-4310.

Completed applications should be limited to 15 pages not including requested supplemental material.

Village staff will review applications and make funding recommendations to the Board of Trustees at a future meeting. Applicants may be asked to appear before the staff committee, the Board of Trustees, or both to explain their application. Applications will be evaluated using the Application Rating Scorecard found on the Village's website.

By submitting an application, the agency agrees that it does and will meet the following criteria during the grant period:

- ✓ Agency is a 501(c)(3)
- ✓ Agency provides social services to incorporated Glenview residents
- ✓ Agency complies with all state and federal nondiscrimination, religious, political, and other laws regarding public funding
- ✓ Agency will not contract other agencies to provide the services described in the application
- ✓ Agency will meet all reporting obligations required by the Village

Section A: Organizational Information

1. Date of Application: August 25, 2021
2. Organization Name: Youth Services of Glenview/Northbrook
3. Year Founded: 1972
4. Mailing Address: 3080 West Lake Avenue, Glenview, IL 60026
5. Organization Contact (Name, Title): Amy O'Leary, Executive Director
6. Business Phone Number: 847-724-2620
7. Email: amy.oleary@ysgn.org
8. Organization Tax ID: 36-3182275
9. Is the organization organized, qualified, and recognized as non-profit, tax-exempt as defined by the Internal Revenue Service under U.S.C. 501 (c)(3) or equivalent? (Y/N): Y

10. Describe the organization's mission, scope of work, and goals:

The mission of Youth Services is to promote the social and emotional well-being of children and youth. The agency was founded in 1972, and since that time, has grown to offer a myriad of early intervention, intervention, and crisis response services to the community. For all of the programs that we provide, agency therapists collaborate with clients, parents, and other systems in the client's life to provide comprehensive and individually tailored services, and no one is ever turned away if they cannot afford to pay. On a daily basis, therapists provide counseling to children, and teens who are struggling with a multitude of different issues including anxiety, depression, suicidal ideation, systemic stressors such as a parental divorce or separation, bullying, school refusal, and struggles related to one's gender and/or sexual identity. The agency also provides early intervention programs to under-resourced neighborhoods and incorporated Glenview residents that otherwise would not be receiving support. Some of these programs include Summer at Flick, SAIL, Sunset Village and Greenwood afterschool groups, Study Buddies and Holiday Gift. No other agency is currently providing these programs.

Last year, Youth Services hired an outside consultant and completed its second long-term strategic plan which includes the following organizational goals:

- Focus the clinical team on driving the greatest impact they can: providing individual and group therapy
- Create an outreach team, which has the primary goal of driving awareness and referrals from schools, doctors / hospitals, other YS programs, previous clients, and other organizations
- Create a team focused exclusively on running After School Programs
- Focus the Pride and Sexual Health staff and expand program hours and impact
- Increase emphasis on new donor acquisition and more segmented approach to donor growth management
- Implement Board Development and Stewardship Performance Management programs

11. Describe how the organization establishes goals and measures progress/outcomes. Be specific and include data from the past year when possible. Measures should evaluate effectiveness of service delivery when possible:

In addition to tracking participation numbers, demographics, and geography of participants, surveys are given to youth who participate on a regular basis twice per year. Youth are asked to evaluate how participation programs have impacted their knowledge, attitudes, and behaviors in a variety of domains related to positive youth development, including physical and mental health, support from peers and adults, risk-taking behaviors, and feelings of inclusion in family, school, and community. Additionally, participants provide feedback both for staff and on ways to improve each program.

Specific goals for Youth Services programs include:

1. Increase youth's self-esteem, confidence, competence, and hope for the future. We seek to increase these facets of positive identity across different domains, including academics, social interaction, body image, self-worth, and self-efficacy.
2. Increase youth's connectedness through peer, adult, and institutional supports. Helping youth to develop these external assets of support at school, home, and in the community is critical to addressing the many needs and barriers that youth face. Additionally, our work providing professional development training and workshops for adults helps to increase adult and institutional capacity to provide supportive relationships.

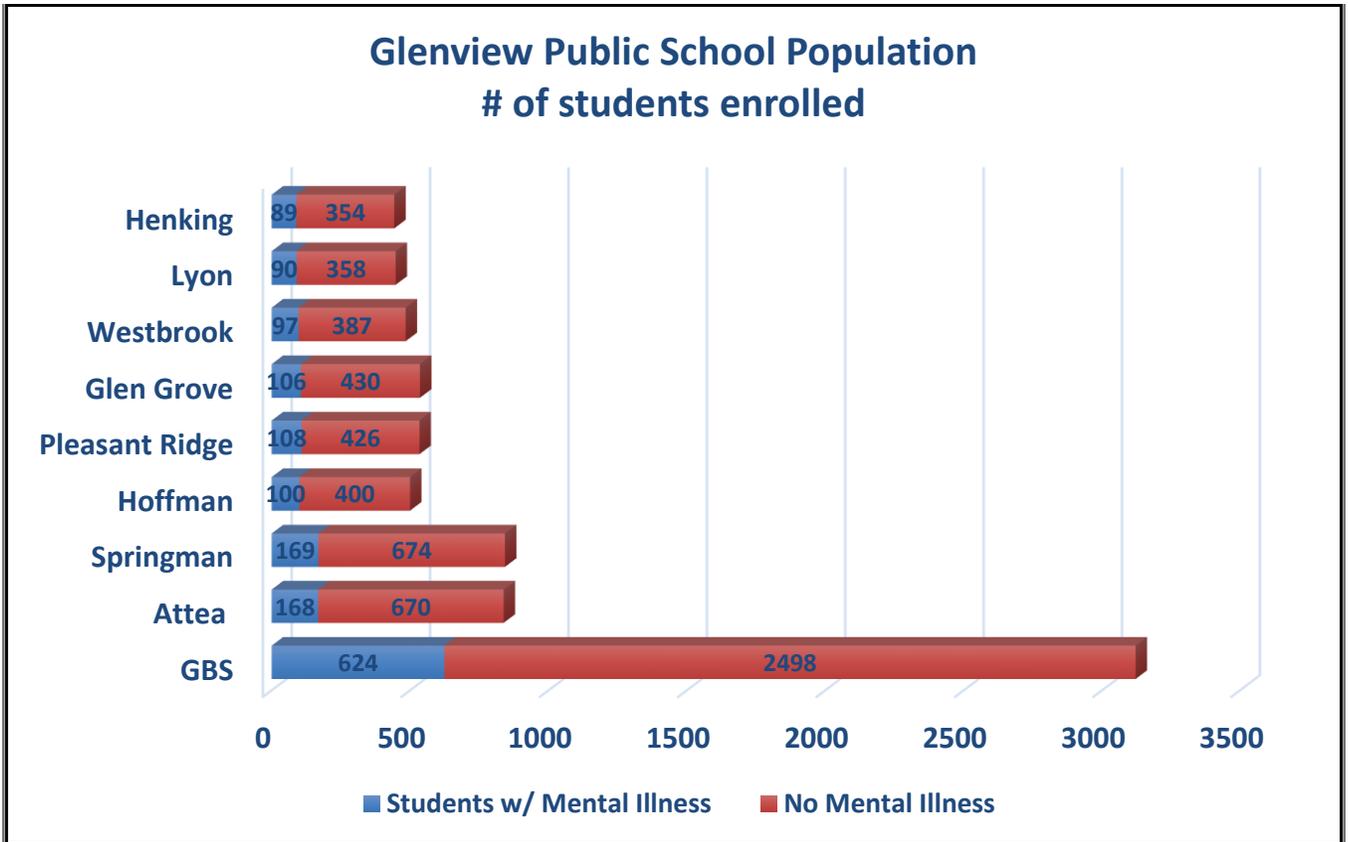
3. Increase youth’s coping, conflict management, and self-advocacy skills. These social competencies and positive values are important to developing internal assets to draw on for positive development in the face of structural barriers.

Specific to the Pride Youth Program, we continue to develop and refine our evaluation strategy. All youth grades 5-12 who attend our programs at least twice are invited to complete our “membership survey” in December and June, which asks a variety of questions about how the programs have impacted them over time. Survey items are based on the “5 C’s” model of positive youth development: Competence, Character, Connection, Caring, and Confidence, as well as the culminating last, Contribution. In addition, the survey also asks questions about factors known to influence positive outcomes for LGBTQ+ youth, such as peer, family, and community support, substance use, LGBTQ+-specific resources, and hope for the future.

12. Describe the local needs the organization addresses. Local data should be used to describe the overall Glenview community need and the specific needs of beneficiaries:

As our mission statement indicates, Youth Services addresses the social and emotional needs of area youth and families. Much *local* data was collected during our strategic planning process.

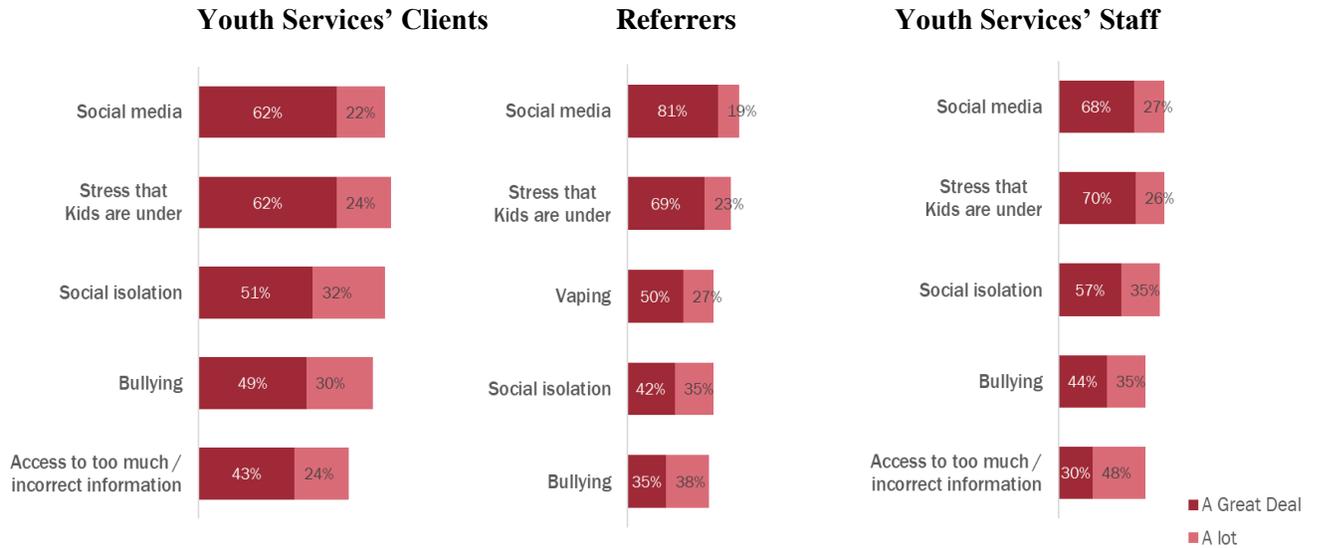
(1) According to the National Alliance for Mental Illness, approximately 20% of youth have a diagnosable mental illness. What does this mean for Glenview youth?



- This information tells us that there are approximately 1,550 school-aged youth who have a diagnosable mental illness.
- 40% of those youth attend Glenbrook South High School

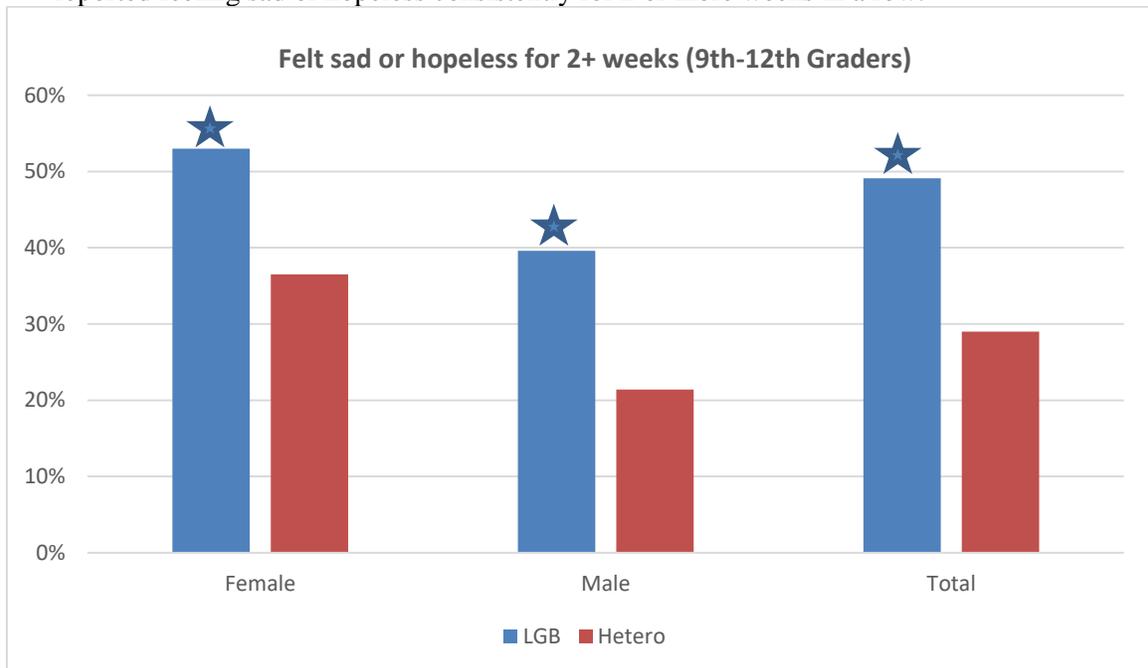
(2) Social media, stress, social isolation, and bullying are top concerns about trends impacting youth:

Q: To what extent do you think the below trends are impacting youth?
 % of respondents answering top 2 of 5 options (“A Great Deal” and “A Lot”)
 Top 5 answers, N=190



(3) LGBTQ+ Youth

- In Illinois, the 2019 Centers for Disease Control (CDC) data showed that 40% of lesbian, gay, and bisexual high school students seriously considered suicide in the last year, and more than 63% reported feeling sad or hopeless consistently for 2 or more weeks in a row.



★ Statistically significant difference between LGB and heterosexual

- Additionally, our 2021 Pride participant evaluations indicated:
 - 47% reported that they felt that their schools were supportive of their sexual or gender identities.

- 50% reported feeling safe at school
 - 33% feel that classmates are supportive of their sexual or gender identities
 - 58% feel that the community they live in is supportive of their sexual and gender identity
- (4) Latino community: A report by the Chicago-based Metropolitan Planning Council called “The Cost of Segregation” indicated that “Latino household mobility is often the result of displacement caused by real estate speculation rather than the family’s upward economic mobility,” It also stated that “in 2000, 49 percent of Latinos in Illinois lived in Chicago and 43 percent in the suburbs. By 2016, only 37 percent were in Chicago and 53 percent in the suburbs, according to the Latino Policy Forum in Chicago. Despite these demographic shifts, in both the city and suburbs, Latino populations remain largely segregated.” <https://www.chicagobusiness.com/craains-forum-racial-gaps/latino-chicago-more-suburban-yet-more-segregated>

13. Explain what strategies the organization uses to specifically and directly address the identified needs:

- Comprehensive program options: YS offers multiple program options ranging from early intervention to crisis response. That said, they agency does not try to be everything the everyone. We focus on what we do well which is youth and mental health and refer out when the need falls outside of our scope. That is why collaboration and partnership is so important...
- Collaboration and partnership: From partnering with the Glenview Police Department to provide the Juvenile Diversion program to establishing a contract with District 34 to implement SAIL and Summer at Flick, YS has worked extremely hard over the last several years to develop strong partnerships with several groups and organizations. This has ultimately resulted in wider safety net cast for the community, *and* a more efficient use of resources.
- Treatment model: Youth Services’ treatment is unique compared to other organizations in that activities including art, music, and play therapy are often utilized during therapy. The YS facility is especially conducive to this in that it houses a gym, library, outdoor garden space, and play, music, and art therapy room. Such a model helps in developing rapport with the client so clinically relevant conversations can take place over time and progress towards accomplishing the goals of treatment.
- Culturally competent staff: Nearly 90% of youth who participate in our after school programs are Latino. The agency has committed itself to having a staff that has the sensitivity, knowledge, awareness, and skills necessary to understand, communicate, and effectively interact with clients across cultures. In addition to ongoing trainings, YS has made strides in the last few years to employ a staff that is more representative of the clients we serve. Currently we have 5 bilingual staff members and 4 bilingual interns and all 4 of our Pride program staff identify as LGBTQ+.
- Sliding Scale: YS has an extremely generous sliding scale that extends as low as \$1.00/session, the lowest in the northern suburbs. In all cases, agency counselors will work with the family to come to an agreement regarding payment, and no one is ever turned away if they cannot afford to pay. In FY21, over 70% of YS clients utilized the sliding scale and over \$260,000 was subsidized for clients who could not afford to pay full-fee or lacked adequate insurance coverage for mental health services. This is an 8% increase from last year.

14. Explain how the organization formally collaborates with other local organizations to decrease duplication of services and improve results for the community (i.e.: information-sharing, shared resources, defined measurables, written partnership agreements, joint marketing, memoranda of agreement). Provide specific examples where appropriate:

Police Departments: Local police departments partner with Youth Services in providing the Juvenile Diversion program. This program keeps young people who have broken the law out of the court system while still holding them accountable for their actions. Youth are referred by the local police departments and complete their community service hours by volunteering at the agency, all while being supervised by agency staff. YS also partners with the Glenview police when a crisis occurs in the community.

- In FY21, YS supervised and provided services to 47 Glenview youth who needed community services hours as a result of committing minor offenses. This is a 27% increase from last year.

Clergy: Youth Services partners with several local clergy and congregations to provide EASING, a program that provides emergency assistance to low income residents and families that have had a serious setback resulting in financial difficulty. The agency provides intakes, case management, and referrals to longer-term solutions and also receives referrals from the Glenview police department.

- In 2021, YSGN provided over \$8,835 in financial support to 42 incorporated Glenview residents.

Park Districts: The Glenview Park District collaborates with Youth Services to provide Leisureships. These are scholarships that enable needy families to participate in park district classes and camps in addition to utilizing the local pools.

- In FY21, 56 Glenview families received leishureships for park district programs.
- *Please see letter of support from Joe Pollina (Assistant Director of Recreation, Glenview Park District)*

Service Organizations: Youth Services participates in several community groups with other local agencies (Family Service Center, Josselyn Center, North Shore Senior Center, Peer Services, etc.) including Character Counts, Social Service, Crisis Response, and the Glenview-Northbrook Coalition on Youth. Also this year and in partnership with Family Service Center, Youth Services provided two presentations to parents: Parenting Through Puberty: Changing Kids in a Changing World (D34 ParentConnect Presentation) and Helping your children cope with COVID and Preparing for School (D225).

15. Provide evidence of community support for your organization and the services it provides. This may include plans for community collaboration, types of volunteer involvement, relationships with local schools, contributions from community members, etc.:

Volunteers: Volunteers are key to so much of what we do at Youth Services and are a true reflection of the community's dedication to the agency. While we have a core group of five volunteers who support the agency administratively on a weekly basis to ensure the staff can remain focused and efficient in their work, we have hundreds of volunteers throughout the year who share their time, talents, and resources on projects. We feel that the agency also instills a community-based culture of giving back, helping others, and making a difference. This year we had to be very creative with remote volunteer opportunities and we were heartened by the high volume of volunteers who continued to reach out looking for ways to help. In partnership with the Glenview Public Library, we created a rock garden at YS and implemented a new Window Painting Project in that spread hope and joy in Glenview and raised important dollars for the agency. Lastly, our Holiday Gift program was able to thrive in the most unlikely of times because of community support and we had 200+ local families willing to provide gifts in a year when we were concerned about being able to offer this program that is so important to many of our clients.

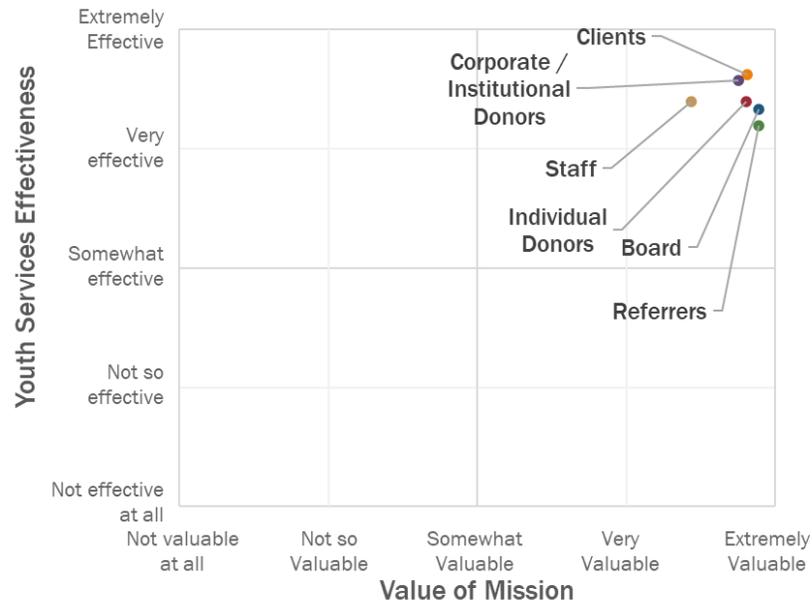
- *Please see letters of support from Lindsey Dorfman (Glenview Public Library Director), Ana Cassorla (individual donor and volunteer) and Tamara Draper (corporate volunteer and donor)*

Relationships with local schools: In partnership with GBS, Youth Services has greatly improved the process for low-income youth who are in crisis and in need immediate mental health assistance. YS responds to such situations by being on-site at the school within one hour or less so the student and family

can avoid going to the ER only to wait for countless hours to be seen when services aren't covered by their insurance plan in the first place. GBS pays YS in full for this program.

Data collected for the strategic plan indicated that key stakeholders agree that Youth Services is very effective at executing on an extremely valuable mission.

Value of Youth Services' Mission and Effectiveness (Average response, N=223)



Source: YS 2020 Strategic Planning Survey
 Q: How valuable do you think Youth Services' mission is?
 Q: How effective do you think Youth Services is at carrying out its mission

Respondents also added the following feedback:

- As a teacher in the district, I find your services highly valuable
- Emotional well-being and social well-being are integral to our daily functioning and how we experience the world.
- Le ayudan a los jobenes (*They help young people*)
- I'm always amazed at the diverse ways in which you're able to offer help and support to kids, regardless of their economic circumstances.
- The need is greater today than ever before.
- Healthy social-emotional growth and finding own's identity are imperative to a child/teen's confidence and self-efficacy.
- I feel YS provides a venue, staff and format for social-emotional growth. It is up to the individual how much they are willing to put into it themselves. What I like is that YS offers programs year round so those who participate and grow more comfortable sharing and participating over time.

16. Describe the organization's annual fundraising activities and efforts to identify additional and/or diversified sources of funding:

Each year we hold multiple mail appeals, our four signature events (a fifth was added this year), look for new grants, and focus on expanded fundraising opportunities. Last year we added a Window Painting Project, a community outreach fundraising campaign, and additional virtual events to meet our budget. We will continue to determine what new and augmented events will be necessary and profitable

depending on how COVID-19 restrictions change. Our calendar of events currently includes the following:

- Annual Golf Outing: We will be returning to our full event with a day of golf followed by a sit-down dinner with live auction and Fund-A-Need. We expect over 100 guests on September 20, 2021 with a budget of \$100,000.
- Annual Spring Gala: We anticipate returning to an in-person event with upwards of 300 guests and sponsors, silent and live auctions, and a Fund-A-Need component. This event will be on May 16, 2022 and the budget is \$255,000.
- Trivia Night: Our Chili Cook-Off and Trivia Night will be a Trivia Night only. We expect nearly 30 teams of ten on Saturday, November 13th with a budget of \$20,000.
- Community of Pride Event: This annual event is in its early years and was a virtual game night last year. We are hopeful to return to an in-person evening on a date TBD. Our budget is \$25,000.
- Summer Concert: Our first Summer Concert took place in July 2021 and we plan to make this an annual event. The goal was \$25,000, which we expect to grow over the coming years as we make this an annual event.
- Window Painting Project: We plan to continue this outreach effort within the community. Our goal this year is \$20,000.

We are also happy to report that a \$300,000 grant from the State of Illinois has been pledged to YS to support all prevention-based programming. This is the first time in several years that the agency will receive state funding, and it could not have come at a better time as the needs of area youth continue to increase while our ability to hold in-person fundraising events remains questionable as a result of COVID-19.

As we look into the coming years, we will be putting a greater emphasis on individual giving pipeline development, strengthening our employee/workplace giving programs, and engaging donors in planned giving. The agency's development team keeps an eye on the budget, looks for opportunities to expand our fundraising, and remains resourceful in trying to new programs each year while making changes to programs that are most efficient and profitable for the agency.

17. Describe the organization's most recent efforts to expand services and target new audiences:

- Racial Justice: Every day the work done at Youth Services has been aimed to promote the emotional and mental health of all families in our community. The backbone of all we do relies on the promise of hope and equality. However, we realize that saying it is not simply enough, and despite all we do as a community, many of our clients are faced with the stark reality that the color of their skin does not allow for the same justice, opportunity, investment, or grace. As a result, Youth Services formed a Racial Justice Committee and is offering a teen support group for people of color. The committee also identified four core values: trust, safety, connection, and compassion. These values are both the boundaries of our space as well as a compass that helps guide us forward as we move toward accomplishing our mission.
- School Partnerships: In partnership with District 34, Youth services is providing parent educational nights and tours of the agency throughout the year. This request comes after D34 found that many families were still unaware of valuable resources the community has to offer.

Also in partnership with D34, YS has expanded the SAIL program to serve 7th and 8th graders. The District found that students were struggling socially and emotionally after transitioning to junior high. Beginning in September, selected students will be bused to and from YS after school on a weekly basis and will participate in activity-based therapeutic groups that promote social and emotional wellness. The District will pay YS in full for both programs. *(Please see attached contracts).*

Lastly, YS is now providing individual therapy services on-site during the school day at both D224 and D34. The dramatic rise in referrals for individual therapy during COVID necessitated YS increasing clinical capacity. In addition to hiring additional therapists and increasing group sizes, YS staff can now provide therapy to clients during their lunch hour or free period at school.

18. Describe the program's engagement of high need and/or underserved populations:

- Children, mental health and COVID-19: The pandemic has had devastating effects on the mental health of young people. Dr. John Walkup is the Chair of the Pritzker Department of Psychiatry and Behavioral Health at Lurie Children's Hospital stated, "While we have a COVID-19 pandemic, we also have a mental health pandemic." Children and teens are struggling with social isolation, anxiety over their parents who have been furloughed or lost their jobs, screen fatigue from daily school days over Zoom, and depression over the unknown. Youth Services has experienced this first hand with referrals for individual and group therapy increasing by 35% over the last year and a current wait list of 70+ which is the highest in agency history. In addition to hiring additional therapists and increasing capacity of our support groups (see question 17) so we can provide therapy to more area children, teens, and families, the agency also provided "Coping with COVID: Preparing for School" webinar for parents in partnership with D225.
- Latino Community: According to NAMI, "Hispanic/Latinx communities show similar vulnerability to mental illness as the general population, but they face disparities in both access to and quality of treatment. This inequality puts these communities at a higher risk for more severe and persistent forms of mental health conditions, because without treatment, mental health conditions often worsen." YS provides year round after-school programming to the communities of Glenview and Sunset Village. These under-resourced neighborhoods consist of many young Latino families and children who may not have access to after school programs or summer camps. These groups are held on a weekly basis after school and offer structured, recreational activities that promote social and emotional learning in a safe environment. Free bus transportation is also provided. Lastly, Charla de Las Madres (Coffee Talk for Mom's) provides a safe space for Latina mothers to connect with each other, discuss issues that they are struggling with, and learn how to lean on each other for support. This group also runs on a weekly basis.
- LGBTQ+ Community: In normal circumstances, LGBTQ+ youth are at higher risk for struggling with mental illness, and the pandemic has only exacerbated these struggles. As a result of COVID-19, many services and spaces that LGBTQ+ youth rely on for connection and support were no longer available, including youth centers, drop-in spaces, informal peer connections, as well as in-school supports, like GSAs (Gender & Sexuality Alliance clubs) and support groups, to cope with challenging family dynamics. The Pride Youth Program was able to pivot quickly to provide our prideCONNECT, prideSUPPORT, and prideLEAD programming virtually beginning in March, 2020. Our prideSUPPORT groups offer consistent connection and opportunities for resource and skill-sharing. prideLEAD, our youth leadership program, focuses on training up to 18 LGBTQ+ high school students as peer educators and youth leaders within our program, while Our prideCONNECT programming connects youth and families with each other and external resources through large- and small-scale events, such as movie nights, game nights, campfires, and speakers. In March 2021, we hosted our third annual Trans Youth and Family Summit virtually; this half-day conference for trans youth and their family members provided access to experts on medical transition, rights in schools, mental health supports and more. More than 100 trans youth and family members attended.

Section B: Financial Information

Requestor's Fiscal Year: July 1, 2021-June 30, 2022

Revenues – Provide a detailed report of revenue by funding source using the tables below. Detail such as the name of the agency providing funding should be included. Additional rows can be added to the tables as needed. Total for each category should be included at the bottom of each table and the total of all sources should be included in the final table.

Funding Sources			
Government Funding	FY 2020	FY 2021	Anticipated FY 2022
Village of Glenview	\$135,000	\$155,000	\$150,000
Village of Northbrook	\$122,000	\$161,000	\$135,000
New Trier Township	\$36,000	\$40,000	\$45,000
Northfield Township	\$20,000	\$38,000	\$25,000
Niles Township	\$11,000	\$15,000	\$18,000
State of Illinois	0	0	\$300,000*
Total Government Funding:	\$324,000	\$409,000	\$673,000

**Youth Services has been pledged \$300,000 by the state of Illinois to support agency programs*

Funding Sources			
Non-Government Funding	FY 2020	FY 2021	Anticipated FY 2022
Individual Donations	\$213,061	\$255,725	\$231,000
Corporate/Foundation Support	\$180,681	\$212,000	\$185,000
Religious/Service Organizations	\$23,150	\$29,425	\$29,800
Special Events	\$647,408	\$361,453*	\$525,000*
Goods & Services Donations	\$50,420	\$14,800	\$29,800
Total Non-Government Funding:	\$1,114,720	\$873,403	\$1,000,600

**Special event revenue has decreased due to inability to hold large, in-person fundraising events*

Funding Sources			
Client Fees/Other Revenue	FY 2020	FY 2021	Anticipated FY 2022
Client Fees- Actual	\$276,034	\$290,333	\$367,000
Client Fees- Scholarships	\$245,189	\$264,293	\$331,000
School Payments	\$55,503	\$64,931	\$93,000*
Total Client Fees/Other Revenue:	\$576,726	\$619,557	\$791,000
Total of ALL Revenue Sources:	\$2,015,446	\$1,901,960	\$2,464,600

**Youth Services is providing an additional program to D34 which will be fully payed for by the district.*

Expenses – Provide a detailed report of expenses by category using the tables below. To the best of your ability, please categorize expenditures as **program expenses, administrative expenses, or fundraising expenses.**

Expense Type	FY 2020	FY 2021	Anticipated FY 2022
Program Staff Salaries, Benefits	\$941,455	\$967,379	\$1,197,200
Administrative Staff Salaries, Benefits, Taxes	\$161,392	\$147,769	\$164,000
Fundraising Staff Salaries, Benefits, Taxes	\$242,088	\$212,028	\$278,800
Professional Fees/Contractual Services	\$54,800*	\$31,192	\$32,000
General Operating Expenses	\$80,550	\$88,406	\$90,350
Occupancy and Utilities	\$70,528	\$52,188	\$79,500

Specific Assistance to Individuals	\$245,689	\$264,293	\$331,000
Other Program Expenses	\$104,369	\$72,461	\$87,000
Major and Minor Equipment	\$11,496	\$6,294	\$7,440
Other Fundraising Expenses	\$77,620	\$48,804	\$134,000
Total of ALL Expense:	\$1,989,987	\$1,890,814	\$2,401,290

*Includes consulting fees for strategic plan

Staffing – Provide a count of your full time, part time and volunteer staff.

Total # of Employees	FY 2020	FY 2021	Anticipated FY 2022
Full time:	15	16	19
Part time:	9	8	8
TOTAL	24	25	27
Volunteer Staff:	1,000+	250*	500*

*Volunteer numbers have decreased due to the pandemic.

Section C: Funding Request

19. Funding received from Village of Glenview in 2021 (if applicable): \$155,000

20. If the organization received funding in 2021, describe how 2021 Village of Glenview funding was used and provide any quantifiable measures of success of the funded services/programs as well as the number of unique incorporated Glenview individuals served:

In total and across all agency programs, YS served approximately 1,500, unique incorporated Glenview residents last year. Village of Glenview grant funds received last year were utilized to provide the following:

Program	Amount	# of unique incorporated Glenview individuals served
Individual & Group Therapy	\$116,250	132
Afterschool & summer program to Greenwood Community	\$1,250	15
Afterschool & summer program to Sunset Village Community	\$2,228	26
Charla de Café Para Madreas (Coffee Talk for Spanish Speaking Moms)	\$2,980	22
Study Buddies	\$10,331	78
Juvenile Diversion	\$8,241	47
Emergency Response Services	\$8,835	42
Pride Youth	\$4,885	27
TOTAL	\$155,000	389

Data collection was difficult this year since programs were provided virtually. We were however able to collect the following:

- 75% reported that they felt more hopeful about their future as a result of participating in the YS after school program
- 96% reported that they feel more comfortable exploring their sexual & gender identity as a result of participating in the Pride Youth Program
- 76% reported that they have more coping skills as a result of participating in therapy

Recent testimonials:

Parent (ESL) of Youth Services' client: "The center has been of great help to us. We have a child with Selective mutism is a severe anxiety disorder where a person is unable to speak in certain social situations, such as with classmates at school or to relatives they do not see very often. We wouldn't be able to pay for her therapies if we did not have the services they provide at Youth Services. These therapies are very important for our daughter because thanks to them she can develop the necessary skills to be successful in school. Other programs like "Study Buddies" and "Elementary Adventures" give her the opportunity to get the opportunities to practice skills that she learns at therapy."

Pride participant and client: "It's a relaxed space where I can be talk about trans issues (or any other experiences) without feeling bothered. I'm understood and accepted by facilitators and friends. I get a place to decompress and open up. I can be an active member of the community while interacting with peers who share my interests and are similar in age."

Youth Services board member, former client, and parent of current client: "Since the age of 15, I have either benefitted from or have been witness to the (profound/positive/life-changing) impact of the programs and services provided by this highly respected and long standing non-profit agency. First, as a confused and depressed teenage client, then as a devoted volunteer, and, then, most importantly, as a parent of a child in crisis. I cannot overestimate the value of the services I have both received and have seen rendered to others by the innovative staff of Youth Services over the years. Unfortunately, the critical need for youth mental health services continues to grow exponentially. Today, more than ever, we need to ensure that Youth Services is here to provide its exceptional services and programming to the children who need it today, tomorrow and for many, many years to come."

21. **2022 Request Amount:** \$155,000
22. **If the 2022 request amount exceeds the 2021 award, provide specific rationale for the increased request:** N/A
23. **List any "in-kind" services the Village may be providing the organization and estimated financial value:** Youth Services is requesting continued lawn care from the Village. The estimated value is \$4,000. Please note we are not requesting plowing services this year.
24. **Summarize the organization's grant award proposal including explanation of the request amount and how specifically the Village funds would be used. The proposal should specifically provide the following:**
 - What program/services will be provided with Village funds and describe the benefits of providing the program/services
 - Estimated number of unique incorporated Glenview residents to be served for each program/service type
 - Requested funding amount for each program/service type with explanation of how the request amount was calculated

Program	# of unique, incorporated residents	Cost	Explanation
Individual & Group Counseling	160	\$127,300	Personnel: (160 individuals receive on average 26 therapy sessions for the year at a rate of \$30/hour) = \$124,800 Activity and supply cost- \$2,500

Charla de Café Para Madreas	25	\$3,850	Personnel: (30 group sessions* 2 hours each) * \$60 (total hourly cost of 2 therapists) = \$3,600 Activity cost- \$250
Study Buddies	100	\$7,250	Personnel: (30 group sessions * 1.5 hours each) * \$150 (total hourly cost of 4 therapists) = \$6,750 Supply cost- \$500
Greenwood After-School Group	20	\$1,325	Personnel: (30 group sessions * 1.5 hours each) * \$25 (hourly rate of 1 therapist) = \$1,125 Activity and supply cost- \$200
Sunset Village After-School Group	30	\$2,450	Personnel: (30 group sessions * 1.5 hours each) * \$50 (total hourly cost for 2 therapists) = \$2,250 Activity and supply cost- \$200
Juvenile Diversion	35	\$8,950	Personnel (35 individuals complete an average of 10 community service hours each and are supervised by a therapist at a rate of \$25/hour = \$8,750 Activity and supply cost- \$200
Pride Youth	30	\$3,875	Personnel (50 group sessions * 1.5 hours each) * \$45 (total hourly cost of two therapists) = \$3,375 Activity and supply cost- \$500
TOTAL	400	\$155,000	

Please note we are not requesting funds for Study Buddies or Emergency Response because we received other grant funds to cover that cost this year. Our largest anticipated, increased need for funding is for incorporated, Glenview residents in need of our affordable individual and group mental health counseling services.

Program Descriptions:

Individual & Group Counseling: Licensed counselors provide therapy to children struggling with social, emotional, and behavioral issues in addition to social isolation caused by COVID-19. Through the therapeutic relationship, children established and achieved goals, developed effective coping skills, and built an emotional vocabulary to identify and deal with their presenting concerns.

Study Buddies and Charla de Café para Madreas: Youth Services provides academic and mentoring support through the Study Buddies program. This is a program designed to help children in grades 1 - 8 with their homework by pairing them with teenage or adult tutors. Throughout the school year, the student meets with same tutor to work on homework and participate in activities that promote social-emotional learning. The program meets every Monday and Wednesday during the school year in the agency gymnasium. As mentioned in question 17, mothers of many Study Buddies participants meet at the agency during the same time and participate in Charla de Café Para Madreas.

Juvenile Diversion: Youth Services partners with the Glenview Police Department to provide this program year round. Youth who receive local ordinance tickets with first and second offenses are referred to YS by the Glenview PD. After completing an assessment, they then complete their community service hours by volunteering at YS. Tasks include cleaning, office work, gardening, helping set up for events, tutoring at Study Buddies, etc. Participants are supervised the entire time by an agency counselor, helping establish rapport, and oftentimes resulting in the child seeking out more in depth clinical services.

Pride Youth serves LGBTQ+ children and youth ages 4-24 and their families through a variety of year-round social, support, and leadership opportunities, in addition to our ongoing work to increase the capacity of all youth-serving organizations to serve LGBTQ+ youth and their families. Our program is

designed to provide varying levels of engagement and support throughout childhood and adolescence, providing a sense of belonging so that all LGBTQ+ young people grow up safe and supported.

We consider these programs more effective and impactful compared to other approaches because they directly address a real challenge that the local community is experiencing and adds significant value to everyday lives. The struggle to assimilate into a broader community can lead to families feeling isolated, parents struggling to provide for their children, and youth participating in risk-taking behaviors. Youth Services is there to help by providing the above mentioned, accessible programs that engage children, parents, and families, build a sense of belonging and connectedness, and promote social-emotional wellness.

In total and across all agency programs, we are projecting to serve approximately 1,500, unique incorporated Glenview residents again this year. The individuals and programs not funded by the Village will be supported by funds raised through special events, individual donations, and grants (please see #16).

25. Describe how the organization will measure the impact/success of the program(s) being funded by the Village. Be as specific as possible:

YS recently formed an outcomes committee to measure and monitor the progress of all agency programs. Comprised of the Executive Director, Clinical Director, Pride Director, Clinical Intake coordinator and several staff therapists. the committee meets on a bi-weekly basis to review data collection and the status of each of program. Multiple tools will be utilized to collect data including pre and post questionnaires, satisfaction surveys, focus groups, and the Hemingway: measure of adolescent connectedness (See attached).

26. Describe why the organization is requesting Village funding. Please include how Village funding would help the organization advance its mission and goals, support the need for services your organization provides to the Glenview community and enhance the quality of life for the Village and its residents:

Youth Services has continued to respond to the needs of the community through the most trying of times. The work of Youth Services enhances the quality of life for everyone in Glenview – whether their family personally uses its programs or not. Our presence in the schools, partnership with the police department, crisis response, rapid response to needs, and willingness to partner in new and creative ways makes the agency an asset on so many levels. The agency is a great connector and a beacon of hope, which makes the village stronger, supportive, and more nurturing for families. Our work directly impacts children’s health, keeps underserved and at-risk children in impactful programming afterschool and through the summer, offers therapeutic diversion, and provides for the needs of so many families. All of that helps impact the performance of our schools, safety of families, and success of the village and everyone who lives in it.

27. Describe the organization’s plans if the amount of Village funding assistance is less than anticipated:

If funding is not received, our development team and Board of Directors will develop a plan to add fundraising initiatives between events and individual giving appeals. We have realized the return on these is often minimal and are being thoughtful about not over-stressing our donors. Our ability to change course and adapt often enables us to recover from funding shortfalls. That said, a significant funding deficit would most likely result in a longer wait-list for therapy, slower response times, and less individualized attention to the most high-risk of cases.

Section D: Supplemental Materials and Submittal Instructions

Organizations seeking funding must complete and submit this application and all required materials to Ben Wiberg at bwiberg@glenview.il.us by **September 1, 2021**. Below is an outline of all required materials.

- √ Completed Application
- √ Current Year Budget
- √ Next Year's Budget (if available)
- √ Last Year's Audited Financial Statement
- √ Any additional documentation that could assist the Village in evaluating the funding proposal

Questions regarding the application process can be directed to Ben Wiberg, Management Analyst, at bwiberg@glenview.il.us or (847) 904-4310.

2022 Village of Glenview Non-Profit Services Application Rating Scorecard

Organization: North Shore Senior Center

Date of Evaluation: 10/13/21

Criteria #	Criteria Description	Possible Points	Applicant Points
1	The applicant clearly explains the organization's mission, scope of work, and goals.	5	5
	The application fails to explain the organization's mission, scope of work, and goals.	0	
	The application partially explains the organization's mission, scope of work, and goals.	2	
	The application fully/thoroughly explains the organization's mission, scope of work, and goals.	5	
2	The applicant clearly describes the local needs the organization addresses and explains the strategies used to specifically and directly address the local needs.	15	7
	The application fails to explain the strategies the organization uses to specifically and directly address the local needs.	0	
	The application partially explains the strategies the organization uses to specifically and directly address the local needs.	5	
	The application fully/thoroughly explains the strategies the organization uses to specifically and directly address the local needs.	15	
3	The applicant clearly explains how the organization establishes goals and measures goal progress and outcomes.	10	9
	The application fails to explain how the organization measures goal progress and outcomes	0	
	The application partially explains how the organization measures goal progress and outcomes	5	

		The application fully/thoroughly explains how the organization establishes goals, measures goal progress and outcomes, and uses data from past year in Glenview.	10	
4	The applicant clearly explains how the organization formally collaborates with other local organizations to decrease duplication of services and improve results for the community.		5	5
		The application fails to explain the organization's efforts to collaborate with other local organizations.	0	
		The application partially explained the organization's efforts to collaborate with other organizations to decrease duplication of services and improve results for the community. The application included specific examples of informal partnerships with other organizations.	2	
		The application fully/thoroughly explains the organization's efforts to collaborate with other organizations to decrease duplication of services and improve results for the community. The application included specific examples of formal agreements with other organizations.	5	
5	The applicant provides evidence of community support for their organization and the services it provides.		5	5
		The application fails to provide evidence of community support for their organization and the services it provides.	0	
		The application partially offers evidence of community support for their organization and the services it provides.	2	
		The application fully/thoroughly offers evidence of community support for their organization and the services it provides.	5	
6	The applicant clearly describes the organization's annual fundraising activities, efforts to identify additional sources of funding, and demonstrates a diversified funding strategy.		10	7

		The application fails to describe the organization's commitment to continued annual fundraising efforts and identification of other sources of funding.	0	
		The application partially describes the organization's commitment to continued annual fundraising efforts, identification of other sources of funding, and a diversified funding strategy.	5	
		The application fully/thoroughly describes the organization's commitment to continued annual fundraising efforts, identification of other sources of funding, and a diversified funding strategy.	10	
7	The applicant clearly describes the organization's most recent efforts to expand services and target new audiences.		5	5
		The application fails to describe the organization's most recent efforts to expand services and target new audiences.	0	
		The application partially describes the organization's most recent efforts to expand services and target new audiences.	2	
		The application fully/thoroughly describes the organization's most recent efforts to expand services and target new audiences.	5	
8	The applicant clearly describes the organization's engagement of high need and/or underserved populations.		10	9
		The application fails to describe the organization's engagement of high need and/or underserved populations.	0	
		The application partially describes the organization's engagement of high need and/or underserved populations.	5	
		The application fully/thoroughly described the organization's engagement of high need and/or underserved populations. The application included information on the specific strategies, the effectiveness of the strategies, and how the program beneficiaries are involved in program planning and governance.	10	
9	The applicant provided complete financial information		10	10

		The application fails to provide complete financial information in the format requested	0	
		The application fully/thoroughly provided financial information including providing documentation of expenditures in the requested categories and all requested supplemental material.	10	
10	The applicant clearly summarizes the organization's grant proposal.		20	20
		The application fails to summarize the organization's grant proposal.	0	
		The application partially summarizes the organization's grant proposal.	10	
		The application fully/thoroughly summarizes the organization's grant proposal including a complete explanation of the request amount and specifically how the Village funds would be used, including what programs will be funded, the estimated number of unique residents will be served, and the determination of how the request amount was calculated. If the organization is requesting an increased grant amount compared to last year's award, the application fully/thoroughly explained the need for increased funding levels.	20	
11	The applicant's 2022 funding proposal provides services to a significant number of incorporated Glenview residents annually.		25	15
		The organization provides services to less than 100 unique incorporated Glenview residents annually.	0	
		The organization provides services to 100-300 unique incorporated Glenview residents annually.	7	
		The organization provides services to 301-1,000 unique incorporated Glenview residents annually.	15	
		The organization provides services to over 1,000 unique incorporated Glenview residents annually.	25	
12	The applicant clearly describes how the organization will measure the impact/success of the program(s) being funded by the Village.		10	10
		The application fails to describe how the organization will measure the impact/success of the program(s) being funded by the Village.	0	

		The application partially describes how the organization will measure the impact/success of the program(s) being funded by the Village.	5	
		The application fully/thoroughly describes how the organization will measure the impact/success of the program(s) being funded by the Village.	10	
13	The applicant clearly describes why the organization is requesting Village funding.		5	5
		The application fails to describe why the organization is requesting Village funding.	0	
		The application partially describes why the organization is requesting Village funding.	2	
		The application fully/thoroughly describes why the organization is requesting Village funding. The applicant provided detailed information on how the funding would help the organization advance its mission and goals, support the need for services the organization provides to the Glenview community and enhance the quality of life for the Village and its residents.	5	
14	The applicant clearly describes the organization's plans if the amount of Village funding is less than anticipated.		5	3.8
		The application fails to describe the organization's plans if the amount of Village funding is less than anticipated.	0	
		The application partially describes the organization's plans if the amount of Village funding is less than anticipated.	2	
		The application fully/thoroughly describes the organization's plans if the amount of Village funding is less than anticipated.	5	
			Total Possible Points	Total Applicant Points
			140	0

115.8

**Executive Director
President of the Board**
Tish Rudnicki

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August 31, 2021

Mr. Michael Jenny
Village President
Village of Glenview
2500 E. Lake Avenue
Glenview, IL 60026

Dear Mr. Jenny,

North Shore Senior Center is pleased to submit a request to the Village of Glenview for fiscal year 2021 and fiscal year 2022. Your on-going support will continue to offset the cost of our services in the Village.

North Shore Senior Center plays a vital role in the communities it serves by helping older adults navigate the challenges of remaining in their homes and avoiding isolation. The programs and services we jointly provide are critically important to the seniors in Glenview who turn to us for assistance. Together we are providing seniors with the tools they need for happy, healthy aging.

Thank you, in advance, for your consideration of our proposal. Please feel free to contact me if you have any questions or need additional information. I can be reached at 847.784.6027 or trudnicki@nssc.org.

Respectfully,



Tish Rudnicki, MSW
Executive Director





2022 Special Appropriations Application

Section A: Organizational Information

- (1) **Date of Application:** September 1, 2021
- (2) **Organization Name:** North Shore Senior Center
- (3) **Year Founded:** 1956
- (4) **Mailing Address:** 161 Northfield Road, Northfield, IL 60093
- (5) **Organization Contact (Name, Title):** Tish Rudnicki, MSW, Executive Director
- (6) **Business Phone Number:** 847.784.6027
- (7) **Email:** trudnicki@nssc.org
- (8) **Organization Tax ID:** 36-2366074
- (9) **Is the organization organized, qualified, and recognized as non-profit, tax-exempt as defined by the Internal Revenue Service under U.S.C. 501 (c)(3) or equivalent? (Y/N):** Yes

(10) Describe the organization's mission, scope of work, and goals:

Founded in 1956, North Shore Senior Center (NSSC) is a premier 501(c)(3) community-based organization that specializes in providing services to the older adult population. Founded in 1956, the original intent of NSSC was to enrich the lives of older adults by giving them a place to socialize, volunteer and learn. Later counseling, social services, adult day services and virtual programming were added to better address the changing needs of the community and the aging population. The mission of the organization remains *to foster the independence and well-being of adults, enhance their dignity and self-respect, and promote their participation in and contribution toward all aspects of community life*. This year, NSSC is celebrating 65 years of service to older adults and their families in the community.

NSSC's programs and services are designed to help older adults remain in their homes, avoid isolation, and maintain their independence by connecting them to resources and offering them opportunities to remain vital members of their communities. Headquartered in Northfield, NSSC serves and engages more than 24,000 older adults and their families each year throughout Chicago's northern suburbs. As a nationally accredited organization, NSSC offers a comprehensive suite of services, including social services, specialized care for people living with dementia and other forms of memory loss, private care management, money management, counseling, education and wellness programs, opportunities to socialize and volunteer opportunities. The continuum of services is available to older adults from the most independent to those needing more support.

NSSC Organizational Achievements: 1966–designated a State of Illinois agency to provide information, referral, and mental health services; 1983–opened a day program for adults with Alzheimer's disease and other dementias; 1998–accredited by the National Institute of Senior Centers; 2003–received first CARF accreditation; 2008–started Mind Matters for adults with early- stage Alzheimer's disease; 2014–launched North Shore Senior Options, a fee-for-service care management program. 2016–opened the Edna Weber Garden of Light Wing, a three-season room at the House of Welcome. 2017–began providing behavioral health services. 2019–new executive director joined the staff of North Shore Senior Center. 2020–implemented virtual programming for House of Welcome and Lifelong Learning

participants and developed a telephonic case management plan and virtual supports for all social service participants in response to Covid-19.

NSSC is governed by a 24-person Board of Directors together with Executive Director Tish Rudnicki. Eight program directors and the executive director serve as the organization's senior leadership team and supervise the departments of Lifelong Learning, House of Welcome Adult Day Services, Senior and Family Services, North Shore Senior Options, Facilities/Operations, Human Resources, Marketing & Communications, Development and Finance. NSSC's current strategic plan includes goals to assure financial stability for the organization; develop strategic marketing initiatives; attract and retain the highest quality board members, staff, and volunteers; explore innovative programming and expansion while maintaining the commitment to serve older adults with excellence.

In fiscal year 2020, services to **22,465** unduplicated individuals were provided through Senior and Family Services, House of Welcome Adult Day Services and North Shore Senior Options. In addition, Lifelong Learning served **3,292** unique individuals throughout the year.

(11) Describe how the organization establishes goals and measures progress/outcomes. Be specific and include data from the past year when possible. Measures should evaluate effectiveness of service delivery when possible.

North Shore Senior Center is committed to providing programs that are high in quality, reflect best practices and demonstrate leadership and innovation in the field of aging. Quality improvement is an ongoing process; each department evaluates its programs and services at least annually. The Supervisor of Program Evaluation and Quality Assurance oversees agency-wide program measurement, management and improvement planning. Each fiscal year an outcomes report is published which includes results from the current year, as well as targets for the following year. Each program uses the established targets/goals to measure effectiveness. Tools and software used in the process vary by department. Every other year Glenview residents are surveyed to measure their satisfaction with the services received. The survey results are included below.

On a larger scale, the Center's success is defined by accreditations from outside evaluators including AgeOptions (the Area Agency on Aging), the State of Illinois and various national organizations. In 1997, NSSC was one of the first of eight senior centers in the nation to be accredited by the National Council on Aging's (NCOA) National Institute of Senior Centers (NISC), the nation's only national senior center accreditation program. The Center continues to receive reaccreditation because it consistently meets the nine national standards of senior center operations. The Center is also accredited by CARF International, an independent nonprofit accreditor of health and human services organizations. NSSC received its first accreditation in 2003 and continues to maintain the level of excellence and best practice necessary to continue accreditation.

In fiscal year 2020-2021, North Shore Senior Center served the following Glenview residents:

- Senior Services Coordinator provided services to **435** unduplicated Glenview residents. This total includes incorporated and unincorporated Glenview residents.
 - **305** of those unduplicated residents lived in incorporated Glenview
- NSSC served **2055** unduplicated Glenview residents. This total includes incorporated and unincorporated Glenview residents.
 - **420** of those served are identified as limited English speaking
 - **1391** are identified as poverty-low income
 - **21%** of all unduplicated Glenview residents were served by the Senior Services Coordinator

(12) Describe the local needs the organization addresses. Local data should be used to describe the overall Glenview community need and the specific needs of beneficiaries:

The Glenview Senior Services Coordinator focuses on the needs of older adult residents in the Village of Glenview. According to the April 1, 2020 census, 22% of Glenview's residents are 65 years old or better. Kim Hand has served as the Senior Services Coordinator in Glenview for 23 years and has been with NSSC for 25 years. She maintains offices at Village Hall and North Shore Senior Center. In her role as the Glenview Senior Services Coordinator, Ms. Hand addresses the following needs for Village residents:

- Counsels older adults and their families on available community resources
- Assists with applications for Medicare, health insurance and entitlement programs such as energy assistance, tax relief and pharmaceutical assistance programs
- Provides information about community education programs available to older adults on a variety of relevant topics. Programs are open to the community and held at several Village locations including Glenview Village Hall, Glenview Public Library, Leadership Glenview, community-based organizations, senior living facilities and places of worship.
- Connects and coordinates individual Glenview residents to social services available to them from outside agencies and organizations
- Serves as a first point of contact and intermediary for Glenview residents who need the services of NSSC's Adult Protective Services Program.
- Distributes Farmers Market coupons with a value of \$25 to eligible adults at Thomas Place (84 residents), Patten House (64 residents) and to the Glenview community at large
- Operates a lending/loan closet where residents can donate and borrow durable medical equipment
- Collaborates with the Glenview Library to provide senior services to their patrons through co-facilitator, GLEnergy.
- Maintains a Depot Square Senior Housing unit wait list
- Coordinates Senior Housing Assistance Program to assist with taxes or rent – keep remaining bullets or eliminate?
 - Provides help processing all Senior Housing Assistance Program applications so residents can maintain stable housing within the Village of Glenview
 - Devotes the month of January to help eligible residents complete their senior housing applications
 - Contacts Senior Health Assistance Program (SHAP) recipients throughout the year with information and assistance about additional resources available to them
 - Maintains contact with Senior Housing recipients throughout the year
- Provides residents with information on upcoming senior programs and services such as LIHEAP, Farmers Market Coupons, etc.
- Administers Village of Glenview Angel Funds, which are used to provide emergency assistance to Glenview residents

Services provided unique to FY2020-2021:

- Referrals and resources to address concerns caused by Covid-19
- Referrals to specialized state and federal funding resources available to address concrete needs caused by the pandemic (i.e. food and medical equipment) through Emergency Senior Services
- Assisted with the organization and the Village with the planning and coordination of eight separate vaccination clinics. The clinics were held at Glenbrook South High School and at the

Glenview Park District Center. A total of 1614 vaccinations were administered to eligible residents of Glenview and the surrounding communities.

GLEnergy Community Education Attendance Numbers

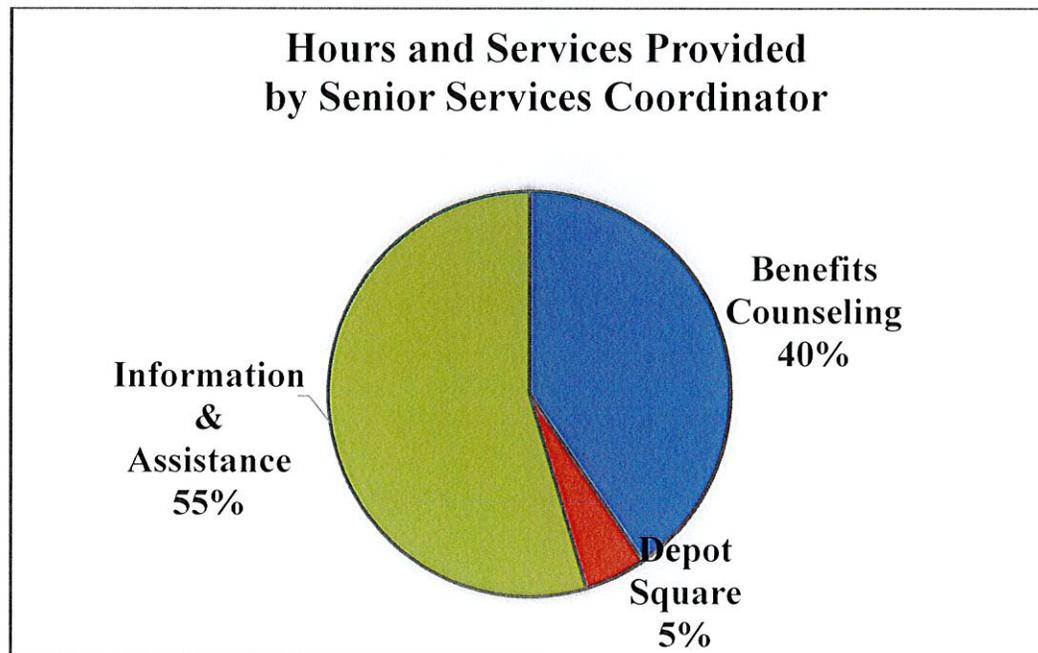
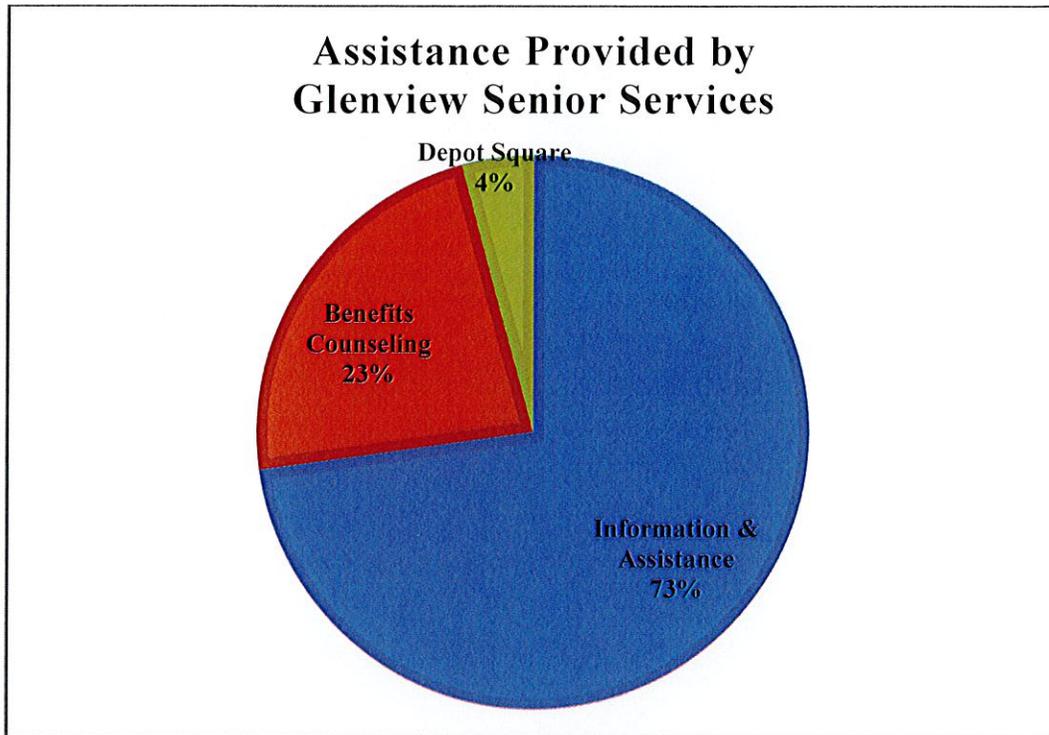
MONTH	2021	2020	2019
January	31	29	27
February	25	19	70
March	41	Canceled*	54
April	15	Canceled*	42
May	38	Canceled*	41
June	Canceled**	18	26
July	35	35	60
August	20	12	47
September		37	187
October		48	58
November		47	60
December		65	29
Total	205	310	701

* Not able to publicize program via Zoom at start of COVID

**Due to low enrollment in program

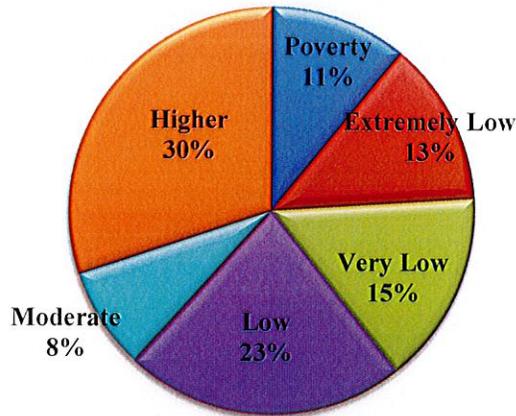
The Senior Services Coordinator in collaboration with Glenview Village staff help secure Depot Square units for residents as they become available. The building provides housing for adults 62 and over who are looking for an independent living facility.

DEPOT SQUARE UNITS SOLD			
	2021	2020	2019
One bedroom units sold	1	1	4
Two bedroom units sold	0	5	2

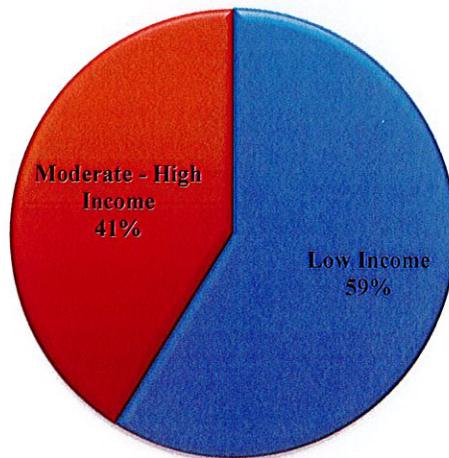


*Hours provided to incorporated and unincorporated Glenview residents

Glenview Residents Served by Income Level



Glenview Residents Served by Income Level



■ Low Income ■ Moderate - High Income

	poverty	extremely low (>poverty to 30% AMI)	very low (>30% to 50% AMI)	low (>50% to 80% AMI)	moderate (>80% to AMI)	higher (>AMI)				
individual/year	12,760	12,761	19,150	19,151	31,850	31,851	51,000	51,001	63,750	63,751
individual/month	1,063	1,064	1,596	1,597	2,654	2,655	4,250	4,251	5,313	5,314
couple/year	17,240	17,241	21,850	21,851	36,400	36,401	58,250	58,251	72,813	72,814
couple/month	1,437	1,438	1,821	1,822	3,033	3,034	4,854	4,855	6,068	6,069

AMI=Area Median Income

(13) Explain what strategies the organization uses to specifically and directly address the identified needs:

Covid-19 has impacted not only the physical health and wellness of older adults, it has also affected their mental and emotional health and well-being. North Shore Senior Center's leadership made the difficult decision to close its doors to the public on March 12, out of an abundance of caution, to keep participants, their families and the staff safe. Responding to and addressing the inevitable social isolation caused by the pandemic became the unanticipated priority. Staff quickly transitioned to working remotely and providing support differently to meet both the acute and long-standing needs of older adults. Staff continues to provide information and referrals to resources, conduct assessments, maintain telephonic contact with all clients, and older community residents assessing for and providing emergency services when indicated. Virtual programming is also available through our House of Welcome Adult Day Services and Lifelong Learning departments.

The Senior Services Coordinator continued to serve Glenview residents during the pandemic interacting with residents via phone, scheduled in-person appointments and through email and regular mail.

Additional strategies utilized to assist Glenview residents in need of services include:

- A Comprehensive Benefits Checkup Questionnaire is mailed each year to Senior Housing Assistance participants and to other potential older adult residents in Glenview to assess their need for financial assistance programs.
- Assistance competing the necessary paperwork and applications.
- Each month, the Senior Services Coordinator mails an informational postcard which details Village resources and services to all Glenview residents who received 911 services that month. Address labels for the postcards are provided by the Village.
- The Glenview Police & Fire Departments regularly distribute contact information for the Senior Service Coordinator when they determine a resident may benefit from additional social services.

Ms. Hand serves on numerous committees throughout the Village. Participation on these committees allows her to stay connected to the community and the needs of its senior residents. Her committee service also helps establish a good working relationship with a broader services network. The Covid-19 vaccination clinics held in Glenview in March and April 2020 are an example of how a strong connection with a broader service network can directly benefit the Village and its residents. The Senior Services Coordinator assisted the Village with the planning and coordination of eight separate vaccination clinics. A number of agencies and community resources were involved with the events including the Glenview Park District, Glenview Library, Northfield Township, North Shore Senior Center, Holy Family Pharmacy, Jewel-Osco. Through her many connections with the Glenview community and other agencies, Ms. Hand was able to help recruit volunteers, provide outreach to the community and advertise the vaccination clinics to the public.

(14) Explain how the organization formally collaborates with other local organizations to decrease duplication of services and improve results for the community (i.e.: information-sharing, shared resources, defined measurables, written partnership agreements, joint marketing, memoranda of agreement):

NSSC staff is able to leverage resources and avoid duplication of services with other community agencies because of their on-going communication and collaboration with these agencies. When deemed necessary, referrals are made to other agencies when it is determined their specific expertise and ability will better serve the client's needs. Referrals for services are made on a regular basis to a variety of agencies including, but not limited to: CEDA (Community Economic Development Association of Cook

County), LIHEAP (Low Income Home Energy Assistance Program) and SHIP (Senior Health Insurance Program).

NSSC is the only agency designated by the Illinois Department on Aging as a Care Coordination Unit (CCU) serving Glenview and the surrounding municipalities. With this designation, NSSC is able to access all state and federal services that seniors may be eligible to receive as well as an array of specific community-based services.

The Community Care Program helps the most vulnerable seniors — those with limited assets, low-income or those living at the poverty level — by linking them to programs and services they need to help them live independently. Programs and services include:

- **In-Home Care:** A trained homemaker assists with personal care and household tasks, including cleaning, planning and preparing meals, doing laundry, shopping and running errands. Trained homemakers also assist with personal care tasks, such as dressing, bathing, grooming and other activities of daily living.
- **Adult Day Services:** Provides care and supervision of participants outside their homes in a community location. Individuals can spend time engaged in various recreational and social activities. Transportation to the location is provided or arranged. Adult Day Services also provides for the needs of family members who may need respite from their caregiving responsibilities.
- **Emergency Home Response System:** Provides a 24-hour emergency communication link to outside help.
- **Automated Medication Dispenser System:** A portable, mechanical device is provided for individual use in a participant's residence. The device is programmed to dispense or alert the participant to take their non-liquid oral medications

In addition, NSSC is designated by the Illinois Department on Aging to provide Adult Protective Services (APS), which investigates and mitigates reports of abuse, neglect or exploitation of persons over age 60 or persons between the ages of 18-59 with a disability. This service is available to residents in the townships of Maine, New Trier and Northfield. APS case workers often collaborate with other local agencies to ensure the safety and well-being of the client. The Glenview Senior Services Coordinator serves as a contributing member of the APS Multidisciplinary Team, along with Julie Fleckenstein, LCSW and Sergeant Andrew Kolek of the Glenview Police Department.

(15) Provide evidence of community support for your organization and the services it provides. This may include plans for community collaboration, types of volunteer involvement, relationships with local schools, contributions from community members, etc.:

NSSC is a community-based organization that specializes in providing services to the older adults. This year the organization celebrates its 65th anniversary. Headquartered in Northfield, NSSC serves and engages more than 24,000 older adults and their families each year throughout Chicago's northern suburbs including Glenview.

Some examples of the collaborative support NSSC received in the last year include:

NSSC Volunteer Programs:

- Friendly Visitors is an outreach program that matches community volunteers with older adults ages 60 and older for the purpose of fostering mutual companionship and reducing social isolation. During Covid, when in-person visits weren't possible, the program continued telephonically.

- Escorted Transportation Services is a volunteer-based program that provides ambulatory seniors over the age of 60 with transportation to and from dental and medical appointments.
- NSSC volunteers provided help at Covid-19 vaccination clinics held in the Village of Glenview and at NSSC in 2020.
- House of Welcome Adult Day Services volunteers donate their time to a variety of programs designed for day services participants who live with Alzheimer’s Disease and other dementias. During the pandemic, virtual participation was encouraged whenever possible.

Programs with Local Schools:

- In 2020, the 7th Grade class at Sunset Ridge School held a fundraiser in support of NSSC and its program for older adults.
- A pilot Pen Pal program was started with several members of the freshman class at Glenbrook North High School. The program had three goals in mind: to combat isolation during the Covid-19 pandemic, create intergenerational connections and provide older adults with the opportunity to reminisce. The program provided participants with letter prompts and stamped envelopes to get them started. After the initial introduction, participants were encouraged to continue corresponding on their own.
- To address the social isolation created by the pandemic, Glenbrook North students created and delivered Activity Packs to residents identified by NSSC at several Glenview senior housing facilities.

Programs with Community Partners:

- In late September 2021, NSSC in cooperation with New Trier Township and the North Suburban Legal Aid Clinic will offer a free legal counsel event for older adults over age 55 titled *The Healthcare Power of Attorney Document: Why Older Adults Need It*.
- In response to Covid-19, NSSC working together with a number of local businesses and community restaurants created a Grab & Go lunch program to address social isolation concerns for older adults created by the pandemic. During each drive-up event, 100 free lunches were distributed to members of the community on a first-come-first served basis at the NSSC Northfield location. Community partners for this program include Citadel Healthcare, Artis of Wilmette, Home Instead, Whitehall of Deerfield, Asbury Court, Potbelly Sandwich Shop and Red Rooster.
- As the Glenview Senior Services Coordinator and a long-standing employee of NSSC, Ms. Hand has maintained mutually beneficial relationships with the following community organizations: Glenview Family Service Center; Youth Services of Glenview/Northbrook; The Jocelyn Center in Northfield; Glenview Food Pantry; Helping Hands of Glenview; Rebuilding Together of North Suburban Chicago; Our Lady of Perpetual Help; and St. Vincent of DePaul Assistance Program.

Ms. Hand as the Glenview Senior Services Coordinator represents the Village of Glenview and North Shore Senior Center throughout the community. She is a well-respected member of the following committees:

- Glenview Values Meeting (Co-leader 2018-2021)
- Glenview Values Social Service Committee Meeting
- Glenbrook Hospital Advisory Board Meeting
- North Shore Crisis Response Team Meeting
- Wise Up Aging with Attitude Advisory Board (formerly North Shore Village)
- North Shore Senior Center Education Committee, Chair
- North Shore Senior Center Diversity Committee member

- North Shore Senior Center Adult Protective Services Multidisciplinary Team member

(16) Describe the organization’s annual fundraising activities and efforts to identify additional/diversified sources of funding:

Covid-19 has had a direct impact on NSSC’s fundraising efforts throughout 2020 and 2021, but it has also provided the organization with an opportunity to reimagine and reinvent many of its fundraising platforms. The organization’s first online e-appeal was sent in August 2020 to 7877 households and generated 40 new donations. Due to the pandemic, the 2020 annual benefit transitioned from an in-person gala to a virtual event and in spite of the technological challenges it posed for the organization and its guests, it produced the third most financially successful benefit in the organization’s history. Most recently, out of an abundance of caution, the 2021 gala planned for early October 2021 had to be postponed to May 7, 2022. The in-person event will be held at Ravinia. Over 250 guests are anticipated.

NSSC’s current comprehensive fundraising plan for Fiscal Year 2021-2022 includes:

- Direct Appeals
 - Multiple appeals including Lapsed Donor, Spring and Year-End Appeals
 - Individual donor solicitations
 - Online and email solicitations – **EXPANDED**
- Fundraising Events:
 - Gala 2022: Celebrating 65 Years of Service – **EXPANDED**
 - Giving Tuesday – November 2021
 - Fall Golf Outing – September 2022 – **NEW**
- Corporate & Program Sponsorship Opportunities:
 - Lifelong Learning Program Sponsorships
 - Education Circle Sponsorships – **EXPANDED**
 - Grab & Go Lunch Program Sponsorships – **NEW**
 - Corporate Matching Gifts
- On-site Sponsorship Opportunities:
 - Claire Cross Gratitude Wall – **NEW**
 - Dedicated Living Wall – **NEW**
- Grant Proposals:
 - Foundations
 - Community Organizations
 - State and Federal Government Funding
 - Township and Municipal Government Funding

(17) Describe the organization’s most recent efforts to expand services, target new audiences:

Responding to evolving community needs, NSSC has done the following:

- **House of Welcome Day Services:** Ongoing feedback from caregivers and family members of House of Welcome Day Services participants requested more flexibility in program scheduling. HOW reopened with new program options on July 19, 2021. The Day Program which offers structured, therapeutic small-group activities in a homelike setting is open weekdays from 9 a.m. to 5 p.m. and now offers morning, afternoon and full-day sessions. In addition, HOW offers virtual meeting options for its Coffee & Conversation group and the Dementia Family Support Group.

- **Lifelong Learning:** Lifelong Learning participants provided feedback and requested different options for program participation. Prior to the pandemic, all programming was on-site and in-person only. In response, NSSC purchased special tech equipment that enables us to provide hybrid programming so attendees can participate in the programs either in-person or via Zoom.
- **Marketing Strategy:** In 2021, NSSC started a new marketing campaign with the goal of reaching and educating more people in the community about the breadth and diversity of programs and social services available to them at NSSC. In total, eight postcards will be produced; each highlighting a different department and the services they offer to the community. Each mailing reaches an audience of 5000 new households unaffiliated with NSSC. The mailings are sent to residents of Glenview, Glencoe, Northbrook, Wilmette, Winnetka and Evanston.

(18) Describe the program’s engagement of high need and/or underserved populations:

Under the terms of The Older Americans Act, NSSC cannot charge service fees for federally funded programs; consequently, service fees are not required for the majority of social services we provide. Donations are accepted. Low-income levels are determined by federal poverty guidelines. No eligible adult will be denied services based on their ability to pay for services.

In Glenview, NSSC provides help to high need and/or underserved populations for the following services:

- Medical Bill Review
- Benefits Access (BAA)
- Benefits Check-Up (BCU) Process
- Commonwealth Edison Hardship
- Glenview Senior Housing Assistance Program; Real Estate Taxes; Rent
- Home Weatherization/CEDA
- Places of Worship Funding
- Low Income Home Energy Assistance Program (LIHEAP)
- Medicare Part A, B, C and D and Medicare supplements
- Medicaid
- Medication Assistance Program Referrals
- Rebuilding Together NCS
- Senior Farmers Market Nutrition Program
- Senior Property Tax Exemption and Tax Freeze Options
- Supplemental Nutritional Assistance Program (SNAP)
- Township Programs
- Helping Hands of Glenview

Section B: Financial Information

Requestor's Fiscal Year: July 1 to June 30

Revenues – Provide a detailed report of revenue by funding source using the tables below. Detail such as the name of the agency providing funding should be included. Additional rows can be added to the tables as needed. Total for each category should be included at the bottom of each table and the total of all sources should be included in the final table.

Funding Sources			
Government Funding	FY 2020	FY 2021	Anticipated FY 2022
Townships	165,833	163,500	180,000
Municipals	148,301	127,958	160,000
Age Options	630,691	973,163	975,000
State of Illinois	2,862,002	2,656,077	3,025,000
Paycheck Protection Program	1,107,708		
US HSS	5,137		
Total Government Funding:	4,919,744	3,920,698	4,340,000

Funding Sources			
Non-Government Funding	FY 2020	FY 2021	Anticipated FY 2022
Donations – Individuals	490,792	519,737	750,000
Corps, Foundations, Organizations	472,729	262,036	500,000
Special Events	190,811	137,712	200,000
Memberships, Café, Gift Shop	113,537	154,225	210,000
Endowments & Bequests	846,174	905,216	900,000
Total Non-Government Funding:	2,114,043	1,978,926	2,560,000

Funding Sources			
Client Fees/Other Revenue	FY 2020	FY 2021	Anticipated FY 2022
Lifelong Learning	354,194	321,133	500,000
House of Welcome	388,494	6,505	500,000
North Shore Senior Options	189,166	181,870	250,000
Other Revenue	61,960	57,256	100,000
Total Client Fees/Other Revenue:	993,814	566,764	1,350,000
Total of ALL Revenue Sources:	8,027,601	6,466,388	8,250,000

Expenses – Provide a detailed report of expenses by category using the tables below. To the best of your ability, please categorize expenditures **as program expenses, administrative expenses, or fundraising expenses.**

Expense Type	FY 2020	FY 2021	Anticipated FY 2022
Salaries	5,206,144	4,576,429	5,200,000
Benefits	981,329	922,644	1,040,000
Professional Fees	454,135	384,343	475,000
Printing	71,702	41,995	85,000
Supplies	73,464	41,800	100,000
Food	43,449	3,167	50,000
Telecommunications	25,462	28,635	50,000
Postage	27,298	20,174	40,000
Occupancy	377,864	347,306	435,000
Insurance	47,168	55,320	65,000
Local Transportation	33,861	2,923	45,000
Assistance	142,313	234,148	250,000
Conferences & Meetings	15,340	4,498	20,000
Multimedia, Dues, Public Relations	22,246	19,219	20,000
Equipment Rentals & Repairs	113,826	99,478	125,000
Fitness Center	88,795	4,736	
Activities Program	199,386	112,244	200,000
Other Expenses	53,537	34,501	50,000
Total of ALL Expense:	7,977,319	6,933,560	8,250,000

Staffing – Provide a count of your full time, part time and volunteer staff.

Total # of Employees	FY 2020	FY 2021	Anticipated FY 2022
Full time:	105	95	98
Part time:	36	33	36
TOTAL	141	128	134
Volunteer Staff:	370/12,474 hours	251/7059 hours	250/10,000 hours

Section C: Funding Request

(19) Funding received from Village of Glenview in 2021 (if applicable): \$157,510

(20) If the organization received funding in 2021, describe how 2021 Village of Glenview funding was used and provide any quantifiable measures of success of the funded services/programs as well as the number of unique incorporated Glenview individuals served:

The funding was used to cover the following expenses:

- **\$83,725** Senior Services Coordinator salary and benefits
- **\$70,785** Senior Housing Assistance Program
- **\$ 3,000** Angel Funds

Unduplicated incorporated Glenview residents served in FY 2020-2021: **305**

Unduplicated incorporated and unincorporated residents served in FY2020-2021: **435**

(21) 2022 Request Amount: \$167,235

- **\$83,725** Senior Services Coordinator salary and benefits
- **\$81,510** Senior Housing Assistance Program
- **\$ 2,000** Angel Funds

(22) If the 2022 request amount exceeds the 2021 award, provide specific rationale for the increased request:

The *increase* in the requested amount for Senior Housing Assistance is based on the following factor:

- The program currently serves 33 residents and maintains a waiting list which has five additional residents eligible for services. This would bring the number of residents requiring assistance in FY2022 to 38.

The *decrease* in the requested amount for Angel Funds in FY2022 is based on the following factor:

- At the current time, the Emergency Senior Services funds provided by the Illinois Department on Aging in FY2021 have not been depleted. As good stewards of Village funds, NSSC does not require additional funds for the Angel Funds program at this time.

(23) List any “in-kind” services the Village may be providing the organization and estimated financial value: In-kind services generously provided by the Village include the following: office space, lending/loan closet space, utilization of finance staff to process checks, general office supplies, desktop, laptop, printer supplies and IT support.

(24) Summarize the organization’s grant award proposal including explanation of the request amount and how specifically the Village funds would be used. The proposal should specifically provide the following:

- **What program/services will be provided with Village funds:**
The funds will be used to provide a dedicated Senior Services Coordinator who helps provide the following services for Glenview residents: Senior Housing Assistance Program/Depot Square; Information & Assistance services; Benefits Counseling; and Lending Closet. For additional detail, please refer to Question 12.

- **Describe the benefits of providing the program/services:**
Maintaining an office in Village Hall with direct access to the Senior Services Coordinator is an important convenience for the Glenview residents. It also provides direct and immediate access to Village resources so the coordinator can determine what services and programs are needed for each individual Glenview resident. The coordinator can also facilitate a seamless hand-off to NSSC to provide for any additional services needed.
- **Estimated number of unique incorporated Glenview residents to be served for each program/service type:**
- **Senior Services Coordinator**
 - Information & Assistance: Estimated incorporated Glenview residents: **302**
 - Benefits Counseling: Estimated incorporated Glenview residents served: **121**
 - Depot Square: Estimated incorporated Glenview residents served: **22**
 - Lending Closet: Estimated incorporated Glenview residents served: **110**
- **Senior Housing Assistance**
 - Rental and property tax assistance for 38 identified residents
- **Angel Fund**
 - Will provide grants of \$200 each to ten eligible Glenview residents
- **Estimated unique incorporated Glenview residents served in FY 2021-2022: 335**
- **Requested funding amount for each program/service type with explanation of how the request amount was calculated:**

2022 Request Amount: **\$167,235**

\$83,725 Senior Services Coordinator (primarily salary & benefits)

\$81,510 Senior Housing Assistance Program (increase from 33 to 38 individual grants each valued at \$2145 as determined by the Village of Glenview)

\$ 2,000 Angel Funds (amount determined by the Village of Glenview)

(25) Describe how the organization will measure the impact/success of the program(s) being funded by the Village. Be as specific as possible:

NSSC programs defines success as the ability to support older adults so they can “age in place” remaining vital and valued members of their community. Separate goals and indicators are established for each of the programs provided by NSSC. Success in meeting these goals is measured by examining the number of people served; reviewing cases to verify that individual needs were met; analyzing satisfaction surveys; and through determinations from outside evaluators such as AgeOptions and the State of Illinois.

Developing, monitoring, and reporting on all indicators and measures of success is the responsibility of the Supervisor of Program Evaluation/Quality Assurance working in tandem with supervisors and senior leadership across the organization. NSSC uses evaluation results throughout the year and at the conclusion of each fiscal year in response to internal or external factors and participant feedback. NSSC also surveys clients and their families on an annual or biannual basis to rate their level of satisfaction with our programs. We review and analyze this information to ensure we are meeting the needs of the clients, to determine if the programs are effective and what areas need improvement. This includes the work done by the Glenview Senior Services Coordinator. For the Village of Glenview, the impact and success of the following is measured:

- Number of completed applications
- Number of housing assistance recipients that successfully maintain their residence in Glenview
- Angel Funds – how they are used, needs addressed and impact on the recipients
- The impact of Senior Services Coordinator on the Village of Glenview and its residents

Survey Questions/Results			Match 2021									
Total sent	139	Glenview Senior Services										
Total returned	58											
Percent returned	42%											
	strongly disagree		disagree		neither		agree		strongly agree		Total % agree	
	#	%	#	%	#	%	#	%	#	%		
1. Glenview Senior Services was easy to reach.	0	0%	1	2%	0	0%	6	11%	47	87%	98%	
2. The response was courteous and professional.	0	0%	0	0%	1	2%	6	11%	48	87%	98%	
3. The person I talked to was knowledgeable.	0	0%	0	0%	0	0%	3	6%	51	94%	100%	
4. I was given options to consider.	0	0%	0	0%	2	4%	5	10%	43	86%	96%	
5. The referral information I was given was helpful to me.	0	0%	0	0%	1	2%	6	12%	45	87%	99%	
6. I would call Glenview Senior Services again.	0	0%	0	0%	0	0%	5	9%	50	91%	100%	
7. I would recommend Glenview Senior Services to a friend.	0	0%	0	0%	0	0%	4	7%	50	93%	100%	
average agreement											99%	

Comments Received:

- Kim is a knowledgeable, service oriented, compassionate staff member with excellent people skills. She is devoted to assisting Glenview seniors with their many various needs including health, housing, etc. Kim is a HUGE credit to the senior center. We are all blessed to have her here in Glenview.
- Kim Hand goes above and beyond to provide information when requested with great care, accuracy and quick responses. Glenview is so blessed to have such a provider to help the seniors in the community.
- Kim has been so helpful every time I have called or emailed for questions for my senior parents living in Glenview. We are so fortunate to have this resource in our community!
- The Village certainly has the right person for this job for us. Kim is gracious, patient, and so helpful. I am grateful for the care and assistance Glenview offers its senior citizens.
- Kim hand has always been most helpful. If she is not available when I call, I can rely on her to promptly return my call with the information I need. Ms. Hand is a knowledgeable liaison for seniors and the many issues we encounter.
- Kim Hand is marvelous! A bonus for the people of Glenview. She is tireless, knowledgeable, kind, smart and helpful. Kim found services for me that I had no idea existed. Kim got me a “free” bus/Metra/CTA pass, financial aid from the Village of Glenview, updates on vaccination availability and more. Kim is a gift. I tell anyone that will listen how wonderful she is. Thank you for asking.

(26) Describe why the organization is requesting Village funding. Please include how Village funding would help the organization advance its mission and goals, support the need for services your organization provides to the Glenview community and enhance the quality of life for the Village and its residents:

NSSC's programs and services are designed to help older adults remain in their homes, avoid isolation, and maintain their independence by connecting them to resources and offering them opportunities to remain vital members of their communities. NSSC offers a comprehensive suite of services, including social services, specialized care for people living with Alzheimer's disease and related dementia, private care management, money management, counseling, education and wellness programs, opportunities to socialize and volunteer opportunities. The continuum of services is available to older adults from the most independent to those needing more support.

The funds will be used to provide a dedicated Senior Services Coordinator for Glenview residents who has direct access to all NSSC programming, services and resources. For over 30 years, NSSC and the Village of Glenview have successfully worked together to provide residents, community organizations, Village leadership and elected officials access to the best senior services available for older adult residents of Glenview.

As the older adult population grows, the percentage of people who need services continues to increase. Some seniors do not have funds for even the basic necessities. North Shore Senior Center continues to fulfill its mission to serve older adults, their families and their caregivers to ensure they are connected to the essential services and resources they need to remain active members of their community.

(27) Describe the organization's plans if the amount of Village funding assistance is less than anticipated:

If the amount of funding assistance is less than anticipated: the amount of housing grants may have to be decreased, less emergency funding may be available and the Senior Services Coordinator may need to decrease the amount of time she dedicates to the Village of Glenview.

Section D: Supplemental Materials and Submittal Instructions

Organizations seeking funding must complete and submit this application and all required materials to Ben Wiberg at bwiberg@glenview.il.us by **September 1, 2021**. Below is an outline of all required materials.

- ✓ Completed Application
- ✓ Current Year Budget
- ✓ Next Year's Budget (if available)
- ✓ Last Year's Audited Financial Statement
- ✓ Any additional documentation that could assist the Village in evaluating the funding proposal

Questions regarding the application process can be directed to Ben Wiberg, Management Analyst at bwiberg@glenview.il.us or (847) 904-4310.

2022 Village of Glenview Non-Profit Services Application Rating Scorecard

Organization: Josselyn Center

Date of Evaluation: 10/11/21

Criteria #	Criteria Description	Possible Points	Applicant Points
1	The applicant clearly explains the organization's mission, scope of work, and goals.	5	5
	The application fails to explain the organization's mission, scope of work, and goals.	0	
	The application partially explains the organization's mission, scope of work, and goals.	2	
	The application fully/thoroughly explains the organization's mission, scope of work, and goals.	5	
2	The applicant clearly describes the local needs the organization addresses and explains the strategies used to specifically and directly address the local needs.	15	15
	The application fails to explain the strategies the organization uses to specifically and directly address the local needs.	0	
	The application partially explains the strategies the organization uses to specifically and directly address the local needs.	5	
	The application fully/thoroughly explains the strategies the organization uses to specifically and directly address the local needs.	15	
3	The applicant clearly explains how the organization establishes goals and measures goal progress and outcomes.	10	10
	The application fails to explain how the organization measures goal progress and outcomes	0	
	The application partially explains how the organization measures goal progress and outcomes	5	

		The application fully/thoroughly explains how the organization establishes goals, measures goal progress and outcomes, and uses data from past year in Glenview.	10	
4	The applicant clearly explains how the organization formally collaborates with other local organizations to decrease duplication of services and improve results for the community.		5	3.8
		The application fails to explain the organization's efforts to collaborate with other local organizations.	0	
		The application partially explained the organization's efforts to collaborate with other organizations to decrease duplication of services and improve results for the community. The application included specific examples of informal partnerships with other organizations.	2	
		The application fully/thoroughly explains the organization's efforts to collaborate with other organizations to decrease duplication of services and improve results for the community. The application included specific examples of formal agreements with other organizations.	5	
5	The applicant provides evidence of community support for their organization and the services it provides.		5	5
		The application fails to provide evidence of community support for their organization and the services it provides.	0	
		The application partially offers evidence of community support for their organization and the services it provides.	2	
		The application fully/thoroughly offers evidence of community support for their organization and the services it provides.	5	
6	The applicant clearly describes the organization's annual fundraising activities, efforts to identify additional sources of funding, and demonstrates a diversified funding strategy.		10	8

		The application fails to describe the organization's commitment to continued annual fundraising efforts and identification of other sources of funding.	0	
		The application partially describes the organization's commitment to continued annual fundraising efforts, identification of other sources of funding, and a diversified funding strategy.	5	
		The application fully/thoroughly describes the organization's commitment to continued annual fundraising efforts, identification of other sources of funding, and a diversified funding strategy.	10	
7	The applicant clearly describes the organization's most recent efforts to expand services and target new audiences.		5	5
		The application fails to describe the organization's most recent efforts to expand services and target new audiences.	0	
		The application partially describes the organization's most recent efforts to expand services and target new audiences.	2	
		The application fully/thoroughly describes the organization's most recent efforts to expand services and target new audiences.	5	
8	The applicant clearly describes the organization's engagement of high need and/or underserved populations.		10	10
		The application fails to describe the organization's engagement of high need and/or underserved populations.	0	
		The application partially describes the organization's engagement of high need and/or underserved populations.	5	
		The application fully/thoroughly described the organization's engagement of high need and/or underserved populations. The application included information on the specific strategies, the effectiveness of the strategies, and how the program beneficiaries are involved in program planning and governance.	10	
9	The applicant provided complete financial information		10	10

		The application fails to provide complete financial information in the format requested	0	
		The application fully/thoroughly provided financial information including providing documentation of expenditures in the requested categories and all requested supplemental material.	10	
10	The applicant clearly summarizes the organization's grant proposal.		20	16
		The application fails to summarize the organization's grant proposal.	0	
		The application partially summarizes the organization's grant proposal.	10	
		The application fully/thoroughly summarizes the organization's grant proposal including a complete explanation of the request amount and specifically how the Village funds would be used, including what programs will be funded, the estimated number of unique residents will be served, and the determination of how the request amount was calculated. If the organization is requesting an increased grant amount compared to last year's award, the application fully/thoroughly explained the need for increased funding levels.	20	
11	The applicant's 2022 funding proposal provides services to a significant number of incorporated Glenview residents annually.		25	7
		The organization provides services to less than 100 unique incorporated Glenview residents annually.	0	
		The organization provides services to 100-300 unique incorporated Glenview residents annually.	7	
		The organization provides services to 301-1,000 unique incorporated Glenview residents annually.	15	
		The organization provides services to over 1,000 unique incorporated Glenview residents annually.	25	
12	The applicant clearly describes how the organization will measure the impact/success of the program(s) being funded by the Village.		10	6
		The application fails to describe how the organization will measure the impact/success of the program(s) being funded by the Village.	0	

		The application partially describes how the organization will measure the impact/success of the program(s) being funded by the Village.	5	
		The application fully/thoroughly describes how the organization will measure the impact/success of the program(s) being funded by the Village.	10	
13	The applicant clearly describes why the organization is requesting Village funding.		5	4.4
		The application fails to describe why the organization is requesting Village funding.	0	
		The application partially describes why the organization is requesting Village funding.	2	
		The application fully/thoroughly describes why the organization is requesting Village funding. The applicant provided detailed information on how the funding would help the organization advance its mission and goals, support the need for services the organization provides to the Glenview community and enhance the quality of life for the Village and its residents.	5	
14	The applicant clearly describes the organization's plans if the amount of Village funding is less than anticipated.		5	3.8
		The application fails to describe the organization's plans if the amount of Village funding is less than anticipated.	0	
		The application partially describes the organization's plans if the amount of Village funding is less than anticipated.	2	
		The application fully/thoroughly describes the organization's plans if the amount of Village funding is less than anticipated.	5	
			Total Possible Points	Total Applicant Points
			140	0

2022 Village of Glenview Non-Profit Services Application Rating Scorecard

Organization: Family Service Center

Date of Evaluation: 10/11/21

Criteria #	Criteria Description	Possible Points	Applicant Points
1	The applicant clearly explains the organization's mission, scope of work, and goals.	5	5
	The application fails to explain the organization's mission, scope of work, and goals.	0	
	The application partially explains the organization's mission, scope of work, and goals.	2	
	The application fully/thoroughly explains the organization's mission, scope of work, and goals.	5	
2	The applicant clearly describes the local needs the organization addresses and explains the strategies used to specifically and directly address the local needs.	15	15
	The application fails to explain the strategies the organization uses to specifically and directly address the local needs.	0	
	The application partially explains the strategies the organization uses to specifically and directly address the local needs.	5	
	The application fully/thoroughly explains the strategies the organization uses to specifically and directly address the local needs.	15	
3	The applicant clearly explains how the organization establishes goals and measures goal progress and outcomes.	10	9
	The application fails to explain how the organization measures goal progress and outcomes	0	
	The application partially explains how the organization measures goal progress and outcomes	5	

		The application fully/thoroughly explains how the organization establishes goals, measures goal progress and outcomes, and uses data from past year in Glenview.	10	
4	The applicant clearly explains how the organization formally collaborates with other local organizations to decrease duplication of services and improve results for the community.		5	1.6
		The application fails to explain the organization's efforts to collaborate with other local organizations.	0	
		The application partially explained the organization's efforts to collaborate with other organizations to decrease duplication of services and improve results for the community. The application included specific examples of informal partnerships with other organizations.	2	
		The application fully/thoroughly explains the organization's efforts to collaborate with other organizations to decrease duplication of services and improve results for the community. The application included specific examples of formal agreements with other organizations.	5	
5	The applicant provides evidence of community support for their organization and the services it provides.		5	5
		The application fails to provide evidence of community support for their organization and the services it provides.	0	
		The application partially offers evidence of community support for their organization and the services it provides.	2	
		The application fully/thoroughly offers evidence of community support for their organization and the services it provides.	5	
6	The applicant clearly describes the organization's annual fundraising activities, efforts to identify additional sources of funding, and demonstrates a diversified funding strategy.		10	6

		The application fails to describe the organization's commitment to continued annual fundraising efforts and identification of other sources of funding.	0	
		The application partially describes the organization's commitment to continued annual fundraising efforts, identification of other sources of funding, and a diversified funding strategy.	5	
		The application fully/thoroughly describes the organization's commitment to continued annual fundraising efforts, identification of other sources of funding, and a diversified funding strategy.	10	
7	The applicant clearly describes the organization's most recent efforts to expand services and target new audiences.		5	3.8
		The application fails to describe the organization's most recent efforts to expand services and target new audiences.	0	
		The application partially describes the organization's most recent efforts to expand services and target new audiences.	2	
		The application fully/thoroughly describes the organization's most recent efforts to expand services and target new audiences.	5	
8	The applicant clearly describes the organization's engagement of high need and/or underserved populations.		10	7
		The application fails to describe the organization's engagement of high need and/or underserved populations.	0	
		The application partially describes the organization's engagement of high need and/or underserved populations.	5	
		The application fully/thoroughly described the organization's engagement of high need and/or underserved populations. The application included information on the specific strategies, the effectiveness of the strategies, and how the program beneficiaries are involved in program planning and governance.	10	
9	The applicant provided complete financial information		10	10

		The application fails to provide complete financial information in the format requested	0	
		The application fully/thoroughly provided financial information including providing documentation of expenditures in the requested categories and all requested supplemental material.	10	
10	The applicant clearly summarizes the organization's grant proposal.		20	18
		The application fails to summarize the organization's grant proposal.	0	
		The application partially summarizes the organization's grant proposal.	10	
		The application fully/thoroughly summarizes the organization's grant proposal including a complete explanation of the request amount and specifically how the Village funds would be used, including what programs will be funded, the estimated number of unique residents will be served, and the determination of how the request amount was calculated. If the organization is requesting an increased grant amount compared to last year's award, the application fully/thoroughly explained the need for increased funding levels.	20	
11	The applicant's 2022 funding proposal provides services to a significant number of incorporated Glenview residents annually.		25	0
		The organization provides services to less than 100 unique incorporated Glenview residents annually.	0	
		The organization provides services to 100-300 unique incorporated Glenview residents annually.	7	
		The organization provides services to 301-1,000 unique incorporated Glenview residents annually.	15	
		The organization provides services to over 1,000 unique incorporated Glenview residents annually.	25	
12	The applicant clearly describes how the organization will measure the impact/success of the program(s) being funded by the Village.		10	10
		The application fails to describe how the organization will measure the impact/success of the program(s) being funded by the Village.	0	

		The application partially describes how the organization will measure the impact/success of the program(s) being funded by the Village.	5	
		The application fully/thoroughly describes how the organization will measure the impact/success of the program(s) being funded by the Village.	10	
13	The applicant clearly describes why the organization is requesting Village funding.		5	5
		The application fails to describe why the organization is requesting Village funding.	0	
		The application partially describes why the organization is requesting Village funding.	2	
		The application fully/thoroughly describes why the organization is requesting Village funding. The applicant provided detailed information on how the funding would help the organization advance its mission and goals, support the need for services the organization provides to the Glenview community and enhance the quality of life for the Village and its residents.	5	
14	The applicant clearly describes the organization's plans if the amount of Village funding is less than anticipated.		5	5
		The application fails to describe the organization's plans if the amount of Village funding is less than anticipated.	0	
		The application partially describes the organization's plans if the amount of Village funding is less than anticipated.	2	
		The application fully/thoroughly describes the organization's plans if the amount of Village funding is less than anticipated.	5	
			Total Possible Points	Total Applicant Points
			140	0



THE
JOSSELYN
CENTER

Mental Health For Clients
Hope For Families
Healing For Communities

847.441.5600
Fax 847.441.7968
www.josselyn.org

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August 31, 2020

Village of Glenview
2500 E. Lake Avenue
Glenview, IL 60026

Dear President Jenny and Trustees Bland, Cooper, Deboni, Doron, Gitles, and Sidoti,

We respectfully and gratefully submit to you The Josselyn Center's application in support of affordable mental health services for the 180+ Village of Glenview residents we serve.

Simply put, your support of The Josselyn Center's community mental health services is an investment in Glenview's well-being, particularly for those residents who cannot afford care. Your funding closes very real gaps between the cost to provide mental health services to low-income residents, and reimbursement rates through Medicaid (Illinois is among the lowest in the nation).

Village residents receive several thousand hours of coordinated mental health services through Josselyn, including outpatient psychiatric, therapy, case management and community support services. Our services have continued without any interruption during the COVID-19 pandemic, a critical time to meet mental health needs. We have experienced 10% growth in Glenview clients this year and 86% in our service hours overall.

With your support we can be here for your residents in need of mental health care, including psychiatric services, which are so constrained for Medicaid recipients. We are your comprehensive mental health provider.

Thank you for your thoughtful and important leadership, and for your review of our application. We welcome any questions you have regarding our materials.

With gratitude,



Susan Resko
President



2022 Non-Profit Core Service Funding Application

The Village of Glenview Board of Trustees provides limited grant funding to eligible non-profit social services providers in the Village. Organizations seeking funding must complete and submit this application and all required materials by **September 1, 2021**. Completed applications and questions regarding the application process can be directed to Ben Wiberg, Management Analyst, at bwiberg@glenview.il.us or (847) 904-4310.

Completed applications should be limited to 15 pages not including requested supplemental material.

Village staff will review applications and make funding recommendations to the Board of Trustees at a future meeting. Applicants may be asked to appear before the staff committee, the Board of Trustees, or both to explain their application. Applications will be evaluated using the Application Rating Scorecard found on the Village's website.

By submitting an application, the agency agrees that it does and will meet the following criteria during the grant period:

- ✓ Agency is a 501(c)(3)
- ✓ Agency provides social services to incorporated Glenview residents
- ✓ Agency complies with all state and federal nondiscrimination, religious, political, and other laws regarding public funding
- ✓ Agency will not contract other agencies to provide the services described in the application
- ✓ Agency will meet all reporting obligations required by the Village

Section A: Organizational Information

1. Date of Application: August 30, 2021
2. Organization Name: The Josselyn Center
3. Year Founded: 1951
4. Mailing Address: 405 Central Avenue, Northfield, IL 60093
5. Organization Contact (Name, Title): Caryn Fliegler, Grants Manager
6. Business Phone Number: 224-505-5284
7. Email: cfliegler@josselyn.org
8. Organization Tax ID: 36-221-7996
9. Is the organization organized, qualified, and recognized as non-profit, tax-exempt as defined by the Internal Revenue Service under U.S.C. 501 (c)(3) or equivalent? (Y/N): Yes.
10. Describe the organization's mission, scope of work, and goals:

The Josselyn Center exists to close gaps in access to mental health services by providing high-quality, affordable mental health services for people of all backgrounds, particularly those who are low-income. Founded in 1951 by pioneering child psychiatrist Dr. Irene Josselyn, The Josselyn

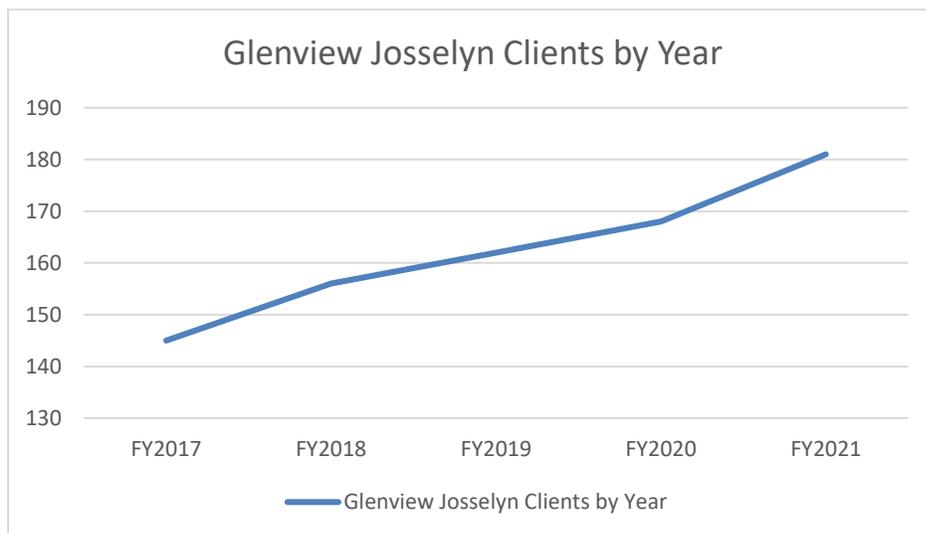
Center is a certified Community Mental Health Center serving more than 2,700 clients through our two locations in Northfield and Waukegan, Illinois. We are the only provider of psychiatric services and medication management to clients with Medicaid in a 375-square-mile area, and the closest for incorporated Glenview residents. This service is in great need (we receive as many if not more calls for psychiatric services as for therapy); it is not duplicative of other agencies.

Though best known for our psychiatric services, we provide comprehensive, coordinated mental health care. Glenview residents will have access to the following services with your support:

- Therapy (individual, family, couple, and group);
- Psychiatric services;
- Case management
- Art therapy
- Employment support;
- The Living Room, a free alternative to the ER for a mental health crisis;
- Mental Health First Aid community training courses;
- Camp Neeka, our therapeutic summer day camp for children ages 8–12; and
- Our new Youth Intensive Outpatient Program (IOP).

Despite a severe shortage of psychiatric providers – a scarcity that is even worse in child and adolescent psychiatry – The Josselyn Center’s medical services team is on par with those of top area hospitals and private health providers. Clients experience our services in a coordinated fashion: If a therapy client is also receiving psychiatric services, the client’s therapist and psychiatric provider share notes in one client record, discuss the case, and provide coordinated care. Coordinated care is quite simply the best approach to mental health care.

The pandemic exacerbated already growing mental health challenges: Our service hours are up by 86% over last year. We serve 181 Glenview residents, a 10% increase over last year.



Our overarching goal is to be here for clients before the point of crisis. Our Strategic Plan goals are to improve access to services, expand our footprint to change the historic dearth of Medicaid providers in north suburban Chicago, and incubate and pilot new programs. Improving access to care among low-income residents is the precise reason we exist. We see this time as an opportunity to help close gaps in access when mental health care is MOST needed.

11. Describe how the organization establishes goals and measures progress/outcomes. Be specific and include data from the past year when possible. Measures should evaluate effectiveness of service delivery when possible:

Josselyn’s Quality Dashboard focuses specifically on access and the impact of our services. Our staff gather data for these measures through the client intake and appointment process, and through HIPAA-compliant, anonymous client surveys. Our client surveys measure program success through client ratings and qualitative feedback. Josselyn’s Quality Improvement Department of three, led by our Director of Quality Improvement, oversees the compilation and assessment of all Quality data. The Director is a member of Josselyn’s Senior Management team and provides regular reports to Senior Management and our Governing Board. Josselyn’s Quality and Compliance Committee meets monthly to review data and discuss needed improvements. The committee includes our CEO & President, VP of Behavioral Health, Director of Quality Improvement, fully licensed mental health professionals, and a high school counselor.

Our goals, outcome measures, and past year results are noted in the table below.

Goal	Outcome Measure	Result
Clients will report improvement in mental health.	87% of clients surveyed will "strongly agree" or "agree" that their mental health has improved because of services through Josselyn.	75% of clients strongly agreed or agreed that because of services received at Josselyn, they feel their mental health has improved. (We’d like to note that due to significant client growth during the grant term, several respondents to our client survey were new to Josselyn and have not yet had time to experience and attribute improvement in mental health to our services.)
Clients will experience fast access to care.	90% of clients will be scheduled for an initial assessment within 30 days of initial contact.	The average time between first phone call to Josselyn and first assessment is under 5 days.
Clients will report satisfaction with Josselyn services.	How likely is it that clients would recommend The Josselyn Center to a friend or colleague?	Our Net Promoter score, measured by responses to this question, is 40.51.

Managing our organizational growth is also essential to our impact on clients and community mental health. We implemented Key Performance Indicators (KPIs) in 2021 that are shared across our

Board and staff, so we have fine-tuned, transparent measures of growth, quality, and accountability across the organization, in addition to our Quality Dashboard that is focused on client impact. Our KPIs measure organizational metrics such as number of new clients each month, number of open positions, and funds raised.

12. Describe the local needs the organization addresses. Local data should be used to describe the overall Glenview community need and the specific needs of beneficiaries:

Josselyn's services focus on inclusive, affordable access to mental health treatment for Glenview youth and adults because:

- Of IL Medicaid recipients, 25% have behavioral healthcare needs (IL Dept. of Healthcare and Family Services claims data, 2015). Approximately 2,365 Glenview residents are living below the federal poverty line ([2019 Census](#)); given that a quarter of Medicaid recipients in Illinois report behavioral health needs, approximately 600 low-income Glenview residents are in need of mental health services.
- Most serious mental health conditions are associated with lower levels of income (JAMA Psychiatry, 4/2011). We served 181 Glenview residents in the past year with comprehensive mental health services, including psychiatry, and stand ready to continue to serve more. Of these 181 clients, the majority are low-income.
- IL is among the lowest ranking states for Medicaid reimbursement rates. Low reimbursement to providers severely restricts access to care. Yet Josselyn has expanded our staff, including adding new psychiatrists, in a field that is incredibly constrained.

Importantly, our service providers and clients mirror Glenview's demographics. Of our clients, 21% are youth under age 18, 5% are Black or African American, 7% are Latinx, and 9% are Asian Of Glenview residents, 25% are under age 18 and 24% of color (U.S. Census).

Glenview's young people, who comprise 21% of our Glenview clients, are of high priority, particularly as the COVID-19 pandemic has increased symptoms of depression and anxiety ([Kaiser Family Foundation](#)). The earlier a mental health challenge is recognized and treated, the sooner an individual can gain the skills to heal.

The pandemic has further exacerbated mental health needs, and we have seen this firsthand. New calls for our services have simply skyrocketed. Every single month, 100 area residents are turning to Josselyn to begin mental health services, three times the number of new clients who turned to us just two years ago. As previously mentioned, our Glenview clients continue to increase year-over-year. This aligns with findings from the [2019 NorthShore University Health System Community Health Needs Assessment](#), which listed **access to behavioral health as the top-ranked external factor affecting community health**.

Without a mental health system that meets the needs of low-income residents, Glenview's residents and communities will suffer. Half of serious mental illness begins in childhood, yet only about half of these youth receive treatment ([JAMA](#)). Our timely, comprehensive treatment helps prevent school dropout, job loss, incarceration, and even suicide.

13. Explain what strategies the organization uses to specifically and directly address the identified needs:

Josselyn directly addresses Glenview's community mental health needs by providing affordable, accessible, comprehensive, and bilingual and culturally competent mental health care for all.

Comprehensive mental health care is effective care. Josselyn services for Glenview include **therapy** (individual, family, and group), **psychiatric services**, **Supported Employment service**, and **community programming** (The Living Room, the Drop-In Center, Camp Neeka for children ages 8-12).

We adhere to the following strategies to address accessibility to care (the highest-ranked need according to the NorthShore Community Health Needs Assessment), the effectiveness of our treatment for Glenview residents, and the diversity of our staff, since this matters to client outcomes.

- **Affordable Services:** Josselyn accepts Medicaid, Medicaid, and insurance, and provides a sliding fee scale, made possible through grant funds from the Village of Glenview and Northfield Township.
- **Timely, Streamlined Access:** Our time from a new client's first call to the point of assessment averages under 5 days. Due to rapid growth in mental health needs, we expanded our clinical staff. Every week we receive far more requests for psychiatric services than any other service, and we have expanded our psychiatric services to better support this clear need.
- **Comprehensive Care:** We are building out our comprehensive mental health services to be of the most robust and highest quality profile for a Community Mental Health Center. Mental health treatment is not one-size-fits-all. We have expanded our services to include new modes of movement and art therapy, a supported employment service to help area residents find and keep jobs, and peer-specialist drop-in and crisis aversion centers. We are also becoming a regional leader in providing Mental Health First Aid (MHFA) to build understanding and reduce stigma around mental health. MHFA is an evidence-based course akin to "CPR for the brain." More than 2.5 million Americans have completed MHFA; variations of the course focus on adults, adults who spend time with youth, and teens.
- **Diverse and Inclusive Providers for Youth and Adults:** We have recruited and retained an overall culturally diverse staff, because research shows mental health care is more effective when the provider understands and shares a client's background, ethnicity, and/or belief system. ([NAMI](#)) We are also working intentionally to embody diversity, equity, and inclusion across our community outreach, policies, practices, and culture.

14. Explain how the organization formally collaborates with other local organizations to decrease duplication of services and improve results for the community (i.e.: information-sharing, shared resources, defined measurables, written partnership agreements, joint marketing, memoranda of agreement). Provide specific examples where appropriate:

Our partnerships improve client access to care, strengthen the safety net for vulnerable area residents, and increase efficiencies. As the only area provider of psychiatric services for low-income Glenview residents, we do not duplicate the services of other area providers – rather, we complement our peer organizations that provide important mental health services. Since we provide psychiatric services that are coordinated with therapy at Josselyn, we serve as a streamlined, unified community mental health center.

Josselyn regularly communicates with school districts, police and fire, Glenbrook Hospital and North Shore University Health System, and other area non-profit agencies to share referrals, discuss community needs, and to raise awareness of the mental health services we provide

Josselyn's partnerships include the following:

Organization	Type of Partnership	Description
Maine Township	Formal Agreement	Josselyn provides psychiatric services and case management on-site at MaineStay Youth & Family Services so Township residents can access care close to home.
Illinois Department of Human Services	Formal Agreement	Participating provider. Josselyn is a provider for the state Call4Calm line, free and available 24/7. Our Living Room program, a calming alternative to the ER for those experiencing crisis, is open to all residents at no cost to them; it is supported through a state grant and adheres to state requirements.
Connections for the Homeless	Formal Agreement	Written partnership agreement. Josselyn provides counseling to participants on site at this Evanston-based organization. These individuals are housing insecure.
Northwestern Medicine	Formal Agreement	Josselyn provides a full-time Care Coordinator at Lake Forest Hospital to support and schedule patients who present in the ER but do not need inpatient treatment, so that they can receive coordinated outpatient care at Josselyn. This Care Coordination agreement helps ensure vulnerable area residents who turn to the ER as mental health provider do not slip through the cracks.
NorthShore University Health System	Collaboration	Josselyn worked with NorthShore this year to provide Mental Health First Aid training courses to their staff.
Glenbrook Hospital Community Advisory Board	Collaboration	Information-sharing and referrals. Meet to discuss referrals to our services, and how our services work in tandem with the hospital's services.
Crisis Response of the Northshore	Collaboration	Information-sharing and shared resources. Josselyn has been a member of this Crisis Response network, which meets regularly, for more than 30 years.
Glenview Police Department	Collaboration	We receive referrals from Glenview Police Department to accept clients in need of mental health services and prevent crises.
Glenbrook Transition Services	Collaboration	Information-sharing and referrals. Josselyn met with the District 225 Glenbrook Transition Services team to continue our strong record of support for students

		transitioning to adulthood, including those in or exiting the evening school.
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15. Provide evidence of community support for your organization and the services it provides. This may include plans for community collaboration, types of volunteer involvement, relationships with local schools, contributions from community members, etc.:

Relationships with Local Schools

In the 2021-22 school year, we hope to work with Glenbrook South High School to offer Youth and Teen Mental Health First Aid providing adults and teens in the school with potentially life-saving training courses that help them recognize, understand, and respond to potential signs of mental health challenges in their students and peers. Our work with Glenbrook North is already training 10th-12th graders (freshmen are not eligible for the training nationally yet), and we are training all GBN staff by the end of 2022 to provide them tools, strategies, and appropriate mental health literacy so they can feel more confident in ways to best support their students.

Community Collaboration

We work closely with Glenbrook Hospital Community Advisory Board and met this year to discuss referrals to our services, and particularly how our psychiatric services can work in tandem with the hospital. We aim to help prevent the use of the Glenbrook ER as mental health provider by ensuring Glenview residents can access our comprehensive mental health care before the point of crisis.

We partner in a year-round fashion with service committees at religious institutions, such as Glenview Community Church. We are happy to meet with additional organizations that you recommend and would also gladly work with them to offer Mental Health First Aid trainings to constituents.

Volunteer Involvement

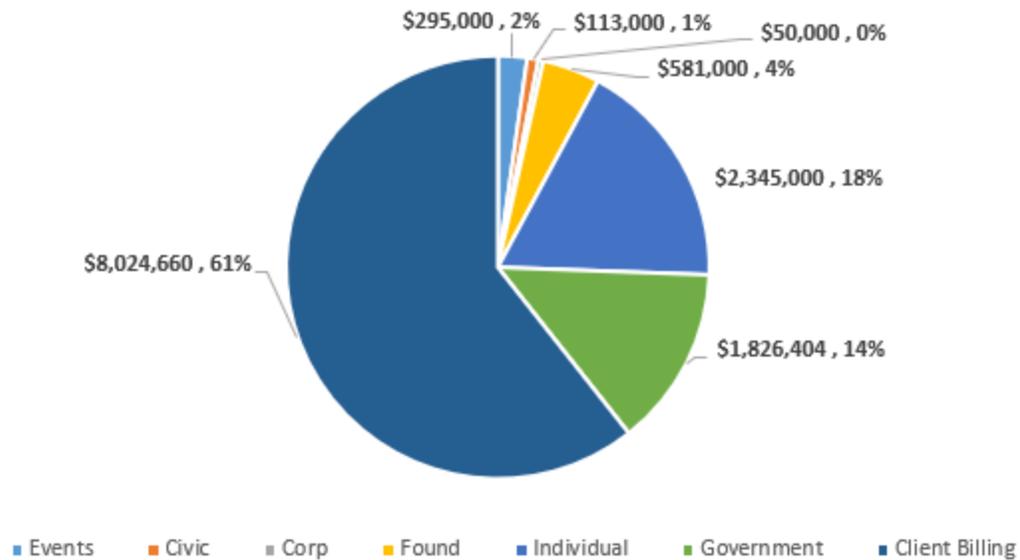
Josselyn’s three volunteer boards incorporate the valuable talents and experiences of Glenview residents. Our three Boards include the following:

- Governing Board: 25 volunteers who financially support Josselyn. Our Board Secretary resides in Glenview.
- Auxiliary Board: 30 volunteers who support fundraising and awareness-building.
- Junior Board: 50 area high school students who engage in mental health education and raise awareness among their peers. The Junior Board includes students from District 225.

16. Describe the organization’s annual fundraising activities and efforts to identify additional/diversified sources of funding:

Josselyn intentionally maintains a diversified mix of revenues so we can remain sustainable.

Josselyn Revenues (FY22 Budgeted)



As needs grow, we are further defining our fundraising efforts and efforts to identify additional sources of funding. Our activities include the following:

- Our signature benefits in the fall and spring, namely A Night for Josselyn and the Josselyn Spring Luncheon. Combined, we anticipate raising \$295,000 from these marquis fundraising events for our mental health services. The Spring Luncheon specifically raises funding for our children’s services and summer therapeutic day camp.
- A capital campaign to add and renovate sufficient space for our programming, staff, and clients, since we are currently bursting at the seams due to skyrocketing demand for our services. The capital campaign includes a dedicated effort to renovate our building at 495 Central Avenue, Northfield for our new Youth Intensive Outpatient Program, which will serve Maine Township residents.
- An enhanced individual and major gifts program, stewarded by our Philanthropic Engagement Manager, VP of Mission Advancement, and CEO.
- New corporate partnership prospecting to engage area businesses in our work and the importance of accessible mental health services for communities these businesses serve.
- Expanded grant prospecting to identify opportunities that fit with our current size, expanded services, and diversity, equity, and inclusion efforts.
- Digital peer-to-peer fundraising tactics to increase individual engagement among communities in north suburban Illinois, in support of our services and mental health for all.

17. Describe the organization’s most recent efforts to expand services and target new audiences:

Expanding our ability to serve more clients has stood at the core of our efforts this past year. Whether that has meant working diligently to hire outstanding new staff, to providing telehealth along with in-person care, we are prioritizing reaching more Glenview residents in need, quickly. This is a strategic decision on our part. In the last 12 months, Josselyn increased our staff by 140%

(from 54 to 132) to support a fast-growing client population, including adding two full time child and adolescent psychiatrists (Illinois has a shortage of these providers, further highlighting our commitment to serving needs).

To serve growing youth mental health needs we are opening an intensive outpatient program this September. The Josselyn IOP will fill a deep need for affordable intensive outpatient care that is more in-depth than weekly therapy but not as extensive as hospitalization. We seek to serve over 500 adolescents each year once fully scaled out. We will address an unmet need as the first IOP in north/northwest suburban Chicago to accept Medicaid. The only other such program for low-income teens is more than an hour’s drive from our location.

As discussed further in this application, we have expanded the number of bilingual providers at Josselyn and created bilingual materials for our community outreach. The number of Latinx residents in the suburbs is growing, a trend that experts expect to continue.

18. Describe the program’s engagement of high need and/or underserved populations:

Breaking down barriers to care among vulnerable populations drives our work at Josselyn.

Josselyn exists to serve your community members who are low-income and may not have the financial means or insurance to access mental health care. Of our clients, approximately 9 in 10 receive Medicaid or qualify for our sliding fee scale, which your funding helps underwrite.

There has been a particular dearth of bilingual providers in north suburban Cook County, including those who provide psychiatric services. We have worked hard to recruit and have more than a dozen bilingual therapists and administrators and distribute our materials in Spanish to serve Glenview residents who are bilingual.

Youth are a high-need population, given a decade-long increase in suicide rates and rates of mental illness combined with the more recent impacts of the pandemic. The 2021 [State of Mental Health in America](#) report found that among youth with severe depression, only 27.3% received consistent treatment. We are prioritizing youth services by adding two full time child and adolescent psychiatrists and teaching Mental Health First Aid training courses to high school students at Glenbrook South to replicate what we have done at Glenbrook North.

Section B: Financial Information

Requestor’s Fiscal Year: July 1, 2021-June 30, 2022

Revenues – Provide a detailed report of revenue by funding source using the tables below. Detail such as the name of the agency providing funding should be included. Additional rows can be added to the tables as needed. Total for each category should be included at the bottom of each table and the total of all sources should be included in the final table.

Funding Sources			
Government Funding	FY 2020	FY 2021	Anticipated FY 2022
State of Illinois	157,487	537,529	1,195,904*
CDBG	75,000	185,000	160,000

Townships & Municipalities	317,409	441,320	470,500
Total Government Funding:	549,896	1,163,849	1,826,404

**State funding is restricted for The Living Room, our supported employment service, and our new IOP.*

Funding Sources			
Non-Government Funding	FY 2020	FY 2021	Anticipated FY 2022
Contributions	296,460 (includes Capital campaign)	2,234,400	2,640,000**
Annual Benefit Events	214,510	25,000	295,000
Foundations & Civic/Religious Organizations	1,447,563 (includes restricted funds)	525,300	694,000
In-Kind	-	207,000	-
Corporate	-	-	50,000
Total Non-Government Funding:	1,958,533	2,991,700	3,679,000

***2,150,000 is restricted for our new IOP.*

Funding Sources			
Client Fees/Other Revenue	FY 2020	FY 2021	Anticipated FY 2022
Client Fees and Insurance	2,068,208	3,496,744	8,024,660
Total of ALL Revenue Sources:	4,657,142***	7,652,293	13,530,064

****Audited figure. Includes \$29,059 in investment income.*

Expenses – Provide a detailed report of expenses by category using the tables below. To the best of your ability, please categorize expenditures as **program expenses, administrative expenses, or fundraising expenses.**

Expense Type	FY 2020	FY 2021	Anticipated FY 2022
Salaries & Consultants	2,915,814	3,598,192	9,046,039
Health Insurance/ Taxes/Retirement	414,774	503,351	1,531,087
Professional Fees (Legal, IT, Tax/Auditor, Clinical, Payroll Service, PR, Recruitment)	172,470	376,341	470,700
Supplies/Phones/Printing/Equipment Maintenance	169,631	175,542	381,843
Occupancy	168,600	249,232	454,365
Transportation	2,651	3,821	4,200
Other	491,295	890,756	309,200
Total of ALL Expense:	4,335,235****	5,797,235	12,197,434

*****Audited figure. Of Expenses: 74% for Program Services, 21% for Management and General, 5% for Fundraising.*

Staffing – Provide a count of your full time, part time and volunteer staff.

Total # of Employees	FY 2020	FY 2021	Anticipated FY 2022
Full time:	49	53	116
Part time:	11	11	24
TOTAL	60	64	140

Volunteer Staff:	90	100	100
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Section C: Funding Request

19. Funding received from Village of Glenview in 2021 (if applicable): \$50,000

20. If the organization received funding in 2021, describe how 2021 Village of Glenview funding was used and provide any quantifiable measures of success of the funded services/programs as well as the number of unique incorporated Glenview individuals served:

Your support helped us serve more clients, quickly and with outstanding providers, including in psychiatric services. We kept wait times minimal even as some providers had to turn new clients away. Clients provided high levels of satisfaction with our services. Three-quarters of our clients reported in our annual survey that their mental health improved because of receiving our services. New clients were scheduled well within our 30-day goal.

With your generous support this past year, Josselyn provided mental health services to 181 Glenview residents (a 10% increase) who received thousands of hours of care. Of these service hours, 70% were for therapy, 20% were for psychiatric services, and 10% were for our Supported Employment service, case management, and our summer therapeutic day camp, Camp Neeka. Your support particularly helped us provide psychiatric services, which are costly to provide and leave us with financial gaps to fill, as noted later in this application, yet must be available due to severe shortages in the field.

21. 2022 Request Amount: \$55,000

22. If the 2022 request amount exceeds the 2021 award, provide specific rationale for the increased request:

As the number of Glenview residents turning to Josselyn increases substantially, we respectfully request a 10% increase in support to fill cost gaps. Specifically, low Medicaid rates in Illinois leave us with a \$129/hour gap to provide psychiatric services to Medicaid recipients. As we serve more of your residents, we will simply need more funding to continue being here for them. Medicaid reimbursement ratios in Illinois are among the lowest in the nation (43 of 50 states).

23. List any “in-kind” services the Village may be providing the organization and estimated financial value:

Josselyn does not receive any in-kind services from the Village.

24. Summarize the organization’s grant award proposal including explanation of the request amount and how specifically the Village funds would be used. The proposal should specifically provide the following:

The Josselyn Center respectfully seeks \$55,000 to continue to close deep gaps in comprehensive mental health services for low-income Village of Glenview residents, including those who receive Medicaid. Your funding helps underwrite our sliding fee scale for Village residents and allows us to continue to serve Medicaid recipients, despite low Medicaid reimbursement rates in Illinois (among the lowest in the nation).

We will provide outstanding services even as we meet increasing demand. Specifically, your funding will enable us to:

- **Continue providing our sliding fee scale for Glenview residents, so cost is not a barrier to mental health.** Your residents will affordably access not only therapy and psychiatric services but our Supported Employment program, Individual Placement & Support, to help them find and keep jobs; Art Therapy, a proven approach for children and adults; The Living Room (a free service for adults in need of a calming, therapeutic response to a mental health crisis), The Drop In Center (to build connections with peers who have lived experience with mental illness), our support groups, and our summer therapeutic day camp for children.
- **Serve low-income clients, which is increasing exponentially due to job losses from the pandemic.** All mental health services, particularly psychiatry, are in short supply in the region. There is an extreme shortage of providers who accept Medicaid due to low reimbursement rates in IL. Josselyn must raise \$129 in philanthropic support for every hour of psychiatric services for Medicaid recipients. Your funding helps cover a portion of this shortfall, allowing us to serve Village residents.

Our Medicaid billing capabilities are strong, allowing us to leverage federal and state funds to minimize human service expenses for the Village. This partnership with you maximizes our administrative and clinical strengths while keeping your community healthy.

Your support will ensure Josselyn can provide immediate, outstanding, comprehensive mental health services, including psychiatric services, for low-income incorporated Glenview residents even as needs grow. The pandemic and the clear need for affordable providers have resulted in an outpouring of residents turning to The Josselyn Center for care. With support from the Village, we will grow our service hours, staff, and ability to treat more Glenview residents who are in need in 2022. While we served 181 Glenview residents in the past year, almost all low-income and 21% of color, we anticipate more in the year to come. Despite the reality that the pandemic has disproportionately affected low-income residents and/or those of color, very few area providers accept Medicaid for mental health services, particularly for psychiatric services. We are your Community Mental Health Center.

- What program/services will be provided with Village funds:

Josselyn will provide streamlined intake and coordinated mental health services to an estimated 190-200 youth and adults who reside in Glenview. Our circle of care at Josselyn means low-income residents receive the services that are right, and effective, for them. These will include:

- Individual, Couple, Family and Group Therapy
- Psychiatric Services (child, adolescent, and adult)
- Community Support Service to work with clients out in the community
- Case Management
- Supported Employment
- The Living Room, an alternative to the ER for a mental health crisis (free)
- Drop-In Center, for adults seeking support from trained peers who are in recovery from mental illness (free)
- Camp Neeka, our therapeutic summer day camp for children ages 8–12

- Mental Health First Aid training courses

Area residents will experience our comprehensive services in a coordinated fashion because coordinated care is the most effective, person-centric, and preventative approach to mental health care. We will ensure bilingual services to break through historic cultural and linguistic barriers to mental health care. Josselyn's behavioral health team is uniquely qualified to address unmet community needs. Our robust psychiatric services team, led by Medical Director, Louis J. Kraus, MD includes 6 adult and child psychiatrists, 2 full-time APRNs, and is home to a residency training program for 4 Rush University Medical Center child psychiatry fellows. Our five pro-bono Josselyn Champions, who are leading psychiatrists with specialties in areas such as ADHD, also work with youth and adolescent clients monthly at Josselyn. Our team of therapy providers is trained in a full range of therapeutic theories and approaches. Our multi-cultural team includes 11 clinicians who are fluent in Spanish, others in Polish, Portuguese, Mandarin, Hindi, and Urdu, and 5 immigrants from Mexico, African nations, and India.

- Describe the benefits of providing the program/services

Affordable, effective mental health services will have a compounded impact on success in school, the ability to find and keep employment, relationship and family stability, and physical health. The more support we receive, the more community members we can serve. Strengthening the availability of affordable mental health services for incorporated Glenview residents will lead to better quality of life and engagement in society, and prevent deepening spirals of disengagement from school, substance abuse, involvement in the criminal system, joblessness, homelessness, and even suicide.

- Estimated number of unique incorporated Glenview residents to be served for each program/service type

We anticipate 190-200 Glenview residents will experience our therapy, which is our bedrock service. We anticipate that of these, 30-40 will use our psychiatric services, with medication as part of their individual treatment plan. We also anticipate that 10-20 of the total Glenview clients in 2021-22 will use our supported employment service, and 10-20 will use Camp Neeka, our therapeutic day camp for children ages 8-12.

- Requested funding amount for each program/service type with explanation of how the request amount was calculated

We face significant cost gaps to provide mental health services affordably for clients. Psychiatric services are costly to provide, yet we must ensure they are available to low-income Glenview residents. The Josselyn Center is one of the few area providers that leverages all forms of Medicaid to achieve a sustainable revenue model. Medicaid billing and compliance is complicated, but we view it as our responsibility in partnership with you and with private philanthropic entities.

We respectfully request that the Village of Glenview contribute \$55,000 to cover only what is not available from other governmental sources. This request represents a 10% increase in funding, on behalf of the 10% more Glenview clients we are serving this year.

25. Describe how the organization will measure the impact/success of the program(s) being funded by the Village. Be as specific as possible:

Your funding will directly help a significant number of incorporated Glenview residents access effective mental health care.

1. The Josselyn Center will track the number of residents we serve, and service hours provided to your community.
2. The Josselyn Center will hold high standards for the quality and effectiveness of these services. We will track, assess, and make improvements using the following outcomes and measures:
 - Outcome: Clients will strongly agree or agree that because of services received at Josselyn, they feel their mental health has improved.
 - Measurement Tool: Client survey
 - Metric: 87% agree/strongly agree
 - Outcome: Clinicians will respond to requests for services for new and current clients quickly. The average time from first call to assessment will be 5 days or less.
 - Measurement Tool: Intake data
 - Metric: Average time from first call to assessment of 5 days or less.
 - Outcome: Clients will be satisfied with services, recommending Josselyn to friends and colleagues.
 - Measurement Tool: Client and clinical team reporting
 - Metric: Net Promoter Score (prior year Score was 40.51).

Please also note that The Josselyn Center is certified by the Illinois Department of Human Services and holds the highest level of accreditation from the Commission on Accreditation for Rehabilitation Facilities (CARF). We hold ourselves to extremely high standards.

26. Describe why the organization is requesting Village funding. Please include how Village funding would help the organization advance its mission and goals, support the need for services your organization provides to the Glenview community and enhance the quality of life for the Village and its residents:

We view mental health services for low-income residents, and for all, as essential to community health in Glenview. Your support for our mental health services is essential to community health, because as more clients turn to us, our ability to serve them will have a cascade effect. Affordable, effective mental health services will have a compounded impact on success in school, the ability to find and keep employment, relationship and family stability, and physical health. The more support we receive, the more community members we can serve.

We face significant cost gaps to provide mental health services affordably for clients. Psychiatric services are costly to provide, yet we must ensure they are available to low-income Glenview residents. The Josselyn Center is one of the few area providers that leverages all forms of Medicaid to achieve a sustainable revenue model. Medicaid billing and compliance is complicated, but we view it as our responsibility in partnership with you and with private philanthropic entities.

We respectfully request that the Village of Glenview contribute \$55,000 to cover only what is not available from other governmental sources.

27. Describe the organization's plans if the amount of Village funding assistance is less than anticipated:

At a time when competition for funding dollars is high, we will work as hard and smart as needed to secure our ability to serve your residents. We are deepening our individual giving and Major Donor campaigns, which would help fill gaps in funding should you not fully fund our request.

However, it is of our strong belief that mental health services, including for Medicaid recipients, is part of the community safety net in Glenview. Medicaid requires significant billing expertise and our willingness to cover major gaps in costs due to low reimbursement rates. If we overly rely on private sources, we will find ourselves on less stable footing just as we serve more Glenview residents, due to the unpredictable nature of private giving. Your funding, including a small increase of \$5,000 to reflect that we are serving more Glenview residents this year (and anticipate continued increases based on the past five-year trend), is an essential plan in our strong, diversified fundraising plan. Without full funding, our ability to serve the surging need could be compromised.

Lastly, we view the Village government as an important partner in social services for low-income residents. Should you decide not to fully fund our request, we strongly welcome a conversation with you to learn more about why, and how we can discuss the alignment of our services to your residents' needs.



**VILLAGE OF GLENVIEW
2022 Non-Profit Core Service Funding Application**

Section A: Organizational Information

- | | |
|---|--|
| 1. Date of Application: | September 1, 2021 |
| 2. Organization Name: | Family Service Center |
| 3. Year Founded: | 1913 |
| 4. Mailing Address: | 191 Waukegan Road, Suite 206; Northfield, IL 60093 |
| 5. Organizational Contact: | Renee Z. Dominguez, Co-Executive Director
Chris Pippin Northwick, Co-Executive Director |
| 6. Business Phone Number: | 847-251-7350 |
| 7. Email: | info@familyservicecenter.com |
| 8. Organization Tax ID: | 36-2171173 |
| 9. Non-profit, Tax Exempt: | Yes |
| 10. Describe the organization's mission, scope of work, and goals: | |

FSC has quietly served as a local family support agency since 1913; in 1949 the Glenview community began fundraising to ensure services were available to Glenview residents. FSC began serving Glenview at that time and continues to do so with its current mission: To strengthen and empower families and communities by providing accessible evidence-based counseling, crisis response, outreach and education.

FSC's clinical support services are delivered along a spectrum from prevention to intervention to crisis response.

- ✓ Prevention efforts (e.g., outreach, education, skill building) aim to support mental wellness before significant symptoms develop and/or before functioning is impaired. Outreach and education also allow identification and access to those who might benefit from services.
- ✓ Intervention efforts (e.g., counseling, digital outreach/navigation of mental health system) aim to address symptom development or challenges that have grown to negatively impact an individual or family's functioning.
- ✓ Crisis response efforts aim to support individuals whose symptoms or challenges feel insurmountable and require immediate assistance (e.g., health and safety assessments), or aim to support those involved in a community-wide crisis (e.g., grief support after a sudden death).

There is a great deal of evidence demonstrating the positive impact of clinical work across the spectrum of services. Glenview is fortunate to have a social service agency safety net comprised of multiple agencies that can offer assistance; however, there are still many barriers to access for Glenview residents:

1. The knowledge/understanding that effective help is available.
2. Stigma around asking for help.
3. Navigation of options, types of services, service providers, and insurance to access help.
4. Misinformation.
5. Cost (including those with insurance, but particularly for those without).

6. Timely access – (waiting lists for services have been prevalent during the pandemic, even for those able overcome all the barriers above).

While FSC has traditionally requested funds from the Village to support the unfunded counseling services for incorporated Glenview residents, which remains high, FSC also provides additional services utilized by Glenview residents. FSC is committed to reducing barriers noted above and is requesting additional funding from the village to support the following additional service delivery to Glenview:

1. Educational Programming
2. Digital Outreach/Digital Navigation
3. Skill Building Programming
4. Crisis Response Services

Throughout this grant proposal we will provide additional details about FSC’s strategic goals to further its work in these areas. It is important to also note that all of the above were true prior to the pandemic, and that the ongoing societal struggles around COVID-19, its restrictions, and the human response to the pandemic will only exacerbate the needs identified above. Mental health has been identified as a critical priority by myriad perspectives, studies, and organizations. We hope that the Village and its Trustees will consider FSC and its work worthy of assisting our community in its pandemic response.

FSC Vision:	FSC Mission:	We Believe:
A community united in actively supporting emotional and mental wellbeing	To strengthen and empower families and communities by providing accessible evidenced-based counseling, crisis response, outreach and education	<ul style="list-style-type: none"> • Everyone is deserving of emotional and mental wellbeing • Everyone is capable of change • Our work has the power to improve lives and radiate wellness • Collaboration is the bedrock of a healthy community

FSC Staff:

Unique in the not-for-profit community, FSC primarily employs seasoned clinicians with a wide range of expertise in order to cast a wide net to effectively support community members in need. FSC clinicians are trained and/or certified in a number of evidence-based counseling models/frameworks including Cognitive-Behavioral Therapy, EMDR (Eye Movement Desensitization Reprocessing Therapy), Mindfulness, Resilience Builder Program, Family Systems Therapy, etc.

Goals:

Organizationally, FSC will continue to follow its current strategic plan into FY22 as outlined by the ***Organizational Goals chart that is attached as an addendum***. Additionally, FSC’s ***Glenview specific goals for FY22*** are outlined below:

Prevention:

- ✓ Collaborate with community partners to identify needs, develop, and deliver programming
- ✓ Grow skill building opportunities for residents to participate in Resilience Builder and Mindfulness Programming.

Intervention:

- ✓ Digital Outreach. Providing trusted, reliable and helpful information and navigation tools to residents who are in need of support.
- ✓ Provide outpatient counseling services across the lifespan, including delivery to those with limited financial means. This includes individual and family therapy, as well as group therapy for children and adolescents

Crisis Support:

- ✓ Complete Health and Safety Assessments with Glenview students, including onsite delivery during the Signs and Symptoms of Suicide screening days.
- ✓ Support community groups after traumatic death of community member

Additional goals that touch all three domains of clinical care:

- ✓ Co-lead Year 4 of the Glenview D34 ParentConnect parent education collaboration
- ✓ Participate in Glenview-based service committees
- ✓ Expand the awareness within the community of FSC services

11. Describe how the organization establishes goals and measures progress/outcomes. Be specific and include data from the past year when possible. Measures should evaluate effectiveness of service delivery when possible.

FSC last completed an in-depth strategic planning process in July 2020. The process was unexpectedly delayed and reshaped by the COVID-19 pandemic in spring of 2020, but allowed FSC to nimbly adapt to the increased mental health support needs that the pandemic wrought. FY21 organizational and staff goals were aligned to the strategic plan through an iterative process with those implementing the goals. FY22 organizational and staff goals are in process and expected to be approved by the FSC Board at the September 2021 Board meeting. FY22 goals include completing an updated Strategic Plan. The focus of this process will be to involve more community input to ensure our resources are aligned to those clinical services and programming most needed in the communities we serve. **See Addendum: FSC 2020-2021 Initiatives, Strategic Goals & Outcomes*

Glenview specific FY21 outcomes:

- 1) **Provision of outpatient counseling services to incorporated Glenview residents across the lifespan, including those with limited financial means:** FSC tracks the number of people (46) and sessions (685) that are delivered each year, as well as demographic information (57% of FSC Incorporated Glenview clients are adults; 43% are youth) and collects financial information (33% of Incorporated Glenview residents who reported their income fall within the Low Income financial category and utilized 63% of the sessions delivered). Additionally, FSC measures counseling outcomes by obtaining anonymous client feedback through the distribution of Client Satisfaction Surveys.
**See Addendum-FSC Client Satisfaction Survey Results*
- 2) **Collaborative agency partner in D34 ParentConnect:** The D34 ParentConnect Council meets at the beginning of the year and collaboratively establishes target goals for parent education programming for the upcoming school year. During FY21, FSC service delivery within D34 ParentConnect involved attending four Council meetings, delivering four large-group presentations to 230 participants, facilitating six discussion groups with 50 participants, and delivering a podcast.
**See FSC Letter of Support from Cathy Kedjidjian D34*
- 3) **Collaboration with community partners to identify needs, develop and deliver programming:** FSC developed programming to support the unique mental health needs of Northfield Township essential workers. Mindfulness practices and lessons to support healthy coping during COVID-19 were delivered twice weekly between April 2020 and August 2020. FSC also collaborated with District 225 to identify ways

District 225 staff and students could be supported through services provided by FSC upon their return to the academic year in the Fall of 2020. FSC delivered a webinar to all District 225 Staff, co-hosted question and answer sessions with staff following this webinar in order to support their implementation of the ideas shared, and facilitated a process group to support 225 staff as they returned to the fall semester. FSC delivered two rounds of “Coping during COVID-19” curriculum to interested District 225 staff (one in the fall semester and one in the spring semester). FSC also created a Coping During COVID pre-recorded webinar to support Village of Glenview Employees as well.

***See Addenda-FSC Letter of Support from Lara Cummings GBS, FSC Letter of Support from Jill Brickman Northfield Township, FSC FY21 Presentations with Glenview resident participation**

- 4) **Provide crisis support to Glenview residents:** FSC responded to the Glenview Park District request to provide grief support to the park district staff who were present when a young Glenview female experienced a significant medical event during a Park District game that ultimately lead to her unexpected death. FSC also provided grief support to District 34 staff in response to this loss since she was a District 34 student. FSC also provided grief support to District 34 staff after the death of a district employee.
- 5) **Continue to participate in Glenview-based social service committees:** FSC participated in monthly meetings of the Crisis Response Network, Character Counts! In Glenview, and the Social Services Committee. FSC also participated in the Glenview Northbrook Coalition for Youth. The Glenview Values Project will be resuming meetings in September of 2021 during which time Dr. Dominguez will resume her role as Secretary.

12. Describe the local needs the organization addresses: Local data should be used to describe the overall Glenview community need and the specific needs of beneficiaries.

Individual and Family Counseling Services Need

FSC’s services target preventing and addressing mental health issues for people across the lifespan. Even before COVID-19 emerged as a chronic traumatic stressor, mental health challenges were significant. On a national level, the prevalence of mental health issues was staggering and growing at unprecedented rates with onset of symptoms occurring at increasingly younger ages.

So many affected:	Too many without help:
<ul style="list-style-type: none"> ✓ 20.6% of U.S. adults experienced mental illness in 2019 (51.5 million people). This represents 1 in 5 adults. ✓ 5.2% of U.S. adults experienced serious mental illness in 2019 (13.1 million people). This represents 1 in 20 adults. ✓ 16.5% of U.S. youth aged 6-17 experienced a mental health disorder in 2016 (7.7 million people) ✓ 3.8% of U.S. adults experienced a co-occurring substance use disorder and mental illness in 2019 (9.5 million people) 	<ul style="list-style-type: none"> ✓ 44.8% of U.S. adults with mental illness received treatment in 2019 ✓ 65.5% of U.S. adults with serious mental illness received treatment in 2019 ✓ 50.6% of U.S. youth aged 6-17 with a mental health disorder received treatment in 2016 ✓ The average delay between onset of mental illness symptoms and treatment is 11 years

Source: NAMI Mental Health By the Numbers <https://nami.org/mhstats>

The information comes from studies conducted by organizations like Substance Abuse and Mental Health Services Administration (SAMHSA), Centers for Disease Control and Prevention (CDC) and the U.S. Department of Justice. The terminology used reflects what is used in original studies. Terms like “serious mental illness,” “mental illness” or “mental health disorders” may all seem like they’re referring to the same thing, but in fact refer to specific diagnostic groups for that particular study.

Suicide rates in adolescents and young adults have also significantly increased. In Illinois, there has been a 41.1% increase in suicide rates between 2007-2009 and 2016-2018 (US Department of Health and Human Services, 2020). Early diagnosis and access to effective treatments and supports can provide children the opportunity to change their developmental trajectory and enhance overall well-being.

Because mental health difficulties can negatively impact social relationships, academic performance, and self-esteem during childhood, as well as potentially lead to substance abuse and unemployment in adulthood, the impacts to a community with unmet mental health supports can be vast with many rippling impacts.

Pandemic Impacts

Early research findings suggest the COVID-19 pandemic and its impacts (i.e., sheltering in place, unemployment, etc.), are likely going to translate to a significant increase in mental health challenges faced by our community members.

Adults increased need	Adolescents increased need
<ul style="list-style-type: none"> ✓ Over 40% of adults surveyed reported at least one adverse mental health or behavioral health condition. ✓ Over 30% reported significant anxiety or depressive symptoms. ✓ The rates of anxiety were over three times higher than they were compared to the same time frame in 2019, and the rates of depression were four times higher. ✓ Over 26% reported symptoms of a trauma or stress related disorder. ✓ Over 10% considered suicide within the 30 days prior to the survey. ✓ Twice as many people reported serious consideration of suicide in the 30 days prior to completing the survey compared to the rate at which people reported considering suicide over the course of the 12 months preceding the last administration of that survey (10.7% versus 4.3%). <p>Source: The Morbidity and Mortality Weekly Report (2020), issued by the CDC</p>	<ul style="list-style-type: none"> ✓ 55% percent reported anxiety. ✓ 45% reported feeling excess stress. ✓ 61% reported feeling excess loneliness. ✓ 43% reported that they struggled with depression. ✓ Notably, during Non-COVID times, approximately 12% of teens are clinically depressed, and about 30% meet the criteria for an anxiety disorder by the time they are 18 years old. <p>Source: Harris Poll survey on behalf of the National 4-H Council (2020) revealed that 70% of teenagers reported that they were struggling with mental health issues in the wake of COVID-19</p>

It is also noteworthy that young adults, especially women and those with lower incomes, are experiencing higher levels of psychological distress according to Pew Research (Survey of US adults conducted Feb 16-21, 2021)

Barriers to Access

NorthShore University Health System Needs Assessment Report (2019) reflecting this trend, highlights “Behavioral Health” (mental health and substance abuse, psychiatry and community-based services) as the highest-ranking Disease Condition need, with “Access to Behavioral Health” as the most highly ranked External Factor Impacting Community Health. Populations of focus identified in the NorthShore University Health System Needs Assessment included many segments of the population FSC serves including caregivers, older adults, people who are uninsured or underinsured, and people with mental health issues.

Limited financial resources are a significant barrier to accessing service. The majority of local private practice clinicians identify as “out of network” providers or only accept insurances that reimburse at relatively high rates. This results in limited accessibility by community members who are enrolled with other insurance companies and/or cannot afford out-of-pocket costs. High premiums, deductibles, and co-pays also limit community members’ use of health insurance benefits when financial resources are needed for other household expenses. These financial barriers were intensified by COVID-19 and its impacts. Illinois reached its highest level of unemployment in over 40 years as a result of COVID-19. Not only is unemployment related to significant increases in mental health issues and subsequent needs, it also serves as barriers to access:

1. Unemployed individuals do not have an income to pay for services; and
2. Employer-issued health insurance is discontinued, therefore, limiting affordable care. In the wake of COVID-19 and its economic impact, issues related to accessing high-quality mental health services have only intensified.

Digital Outreach Need

Unfortunately, those in need often find it quite challenging to navigate a path to reliable support. In a world with an internet filled with expert advice, the National Alliance on Mental Illness recently published survey findings, "NAMI has confidence that improving the accuracy and user experience of mental health navigation tools could have a major positive impact on effectively connecting more people to treatment and support services before they reach a crisis."

Source: Needs and Experiences of Users of Digital Navigation Tools for Mental Health Treatment and Supportive Services: Survey Study Published on 6.9.2021 in [Vol 8, No 6 \(2021\): June](#) JMIR Mental Health

*See Addendum Challenges of Navigating Mental Health Systems

Much like the impacts of the pandemic, navigation challenges in finding mental health care are exacerbated by poverty, language/cultural barriers, age, racial and gender inequities

13. Explain what strategies the organization uses to specifically and directly address the identified needs:

Increased Capacity to Support Pandemic Impacts - Short and Long Term

FSC continues to evaluate its organizational structure and to hire clinical staff to support evolving community needs and the increase in service demand. To this end, FSC hired another full-time therapist at the end of FY21, an independent contractor therapist at the beginning of FY22, and anticipates hiring another full-time therapist during the first half of FY22. This will expand FSC’s capacity to provide more clinical service to Glenview residents.

As our community moves through the next phase of pandemic response, FSC remains committed to continuing this important work not only in person, but with a growth plan to offer new digital options as well. New ways of interacting with our clients offers FSC new inroads to impacting the lives of those we serve. To support FSC into this next phase, FSC has shifted its leadership structure and established the co-executive directorship of Dr. Renee Dominguez and Chris Northwick.

Dr. Dominguez, who has led the growing clinical team at FSC the past seven years, championed this new leadership partnership at FSC. This organizational restructure will allow a greater clinical focus on the emerging psychological impacts of COVID-19 and, at the same time, allow FSC to broaden its reach into the community via new avenues made commonplace during the pandemic.

Chris Northwick, an FSC Board member since 2017, brings a unique combination of experiences as an executive and consultant with a background in operations, marketing, and digital platforms. Additionally, she

has a long history of public service in the community, including eight years as a School Board Member of Glenview District 34, four of those serving as President, as well as representing Glenview on the Leadership Council of NSSED (Now the True North Educational Cooperative).

This new structure began on July 1 closely coinciding with the opening of the FSC's expanded offices. The cumulative changes at FSC will allow even greater mental health support that aligns with our vision of a community united in actively supporting emotional and mental wellbeing.

Working to Eliminate Barriers:

FSC seeks to increase accessibility of mental health support by:

- ✓ offering a sliding scale fee option for individuals who are uninsured or underinsured
- ✓ paneling with a wide range of insurance providers, including those that reimburse at a lower rate
- ✓ offering services seven days a week, including evening and weekend hours, to ensure community members are able to obtain services that fit, not interfere with their other commitments
- ✓ delivering services in person or through telehealth
- ✓ retaining staff with varying expertise (i.e., presenting problems) in order to cast a wide net for service needs
- ✓ retaining staff who specialize in working with people across the lifespan (i.e., children, adolescents, adults, older adults)
- ✓ collaborating with larger systems (e.g., Glenview School District 34, GBS) that systematically interface with high need and underserved members of our community. These collaborations also provide greater access to more of the community
- ✓ developing tailored programming to meet the needs of groups looking for support
- ✓ prioritizing the delivery of care to people in our catchment area
- ✓ growing our clinical staff in order to be able to serve more

As the NorthShore University Health System Needs Assessment identified (2019), populations of focus include many segments of the population FSC serves including caregivers, older adults, people who are uninsured or underinsured, and people with mental health issues.

- ✓ FSC clinicians are paneled with Medicare to make counseling services accessible to older adults.
- ✓ 15% of the incorporated Glenview residents served in outpatient counseling were older adults.
- ✓ In terms of financial accessibility, 33% of the incorporated Glenview residents who reported their income fell within the federally defined Low Income category and received 63% of the sessions delivered by FSC clinicians.
- ✓ As previously indicated, FSC targets caregiver support, adaptive coping, and mental health through its partnership with Glenview School District 34 ParentConnect Program.

Education and Skill Building Growth:

The Resilience Builder Program® (RBP) is an evidence-based group program for youth that is designed to enhance their ability to adapt to the challenges in life. FSC delivered a pilot RBP to Village of Northbrook youth to help bolster their resiliency, especially in response to the impacts of the COVID-19 pandemic. The twelve-week program helps youth identify what they do well and helps them build on their strengths. The RBP groups are led by FSC's experienced clinicians who have been trained and certified in this evidence-based practice. The Village of Northbrook funded the training of FSC's clinicians and the cost of delivering four RBP groups. FSC intends to extend this program into other communities and allow additional middle/high school aged students that would otherwise be unable to participate in a program such as this, an opportunity to develop greater resiliency skills. The ongoing adjustments required due to the COVID pandemic continue to raise the level of need for skill building students' mental health supports.

Digital Outreach Targeted for Growth and Community Impact:

FSC is in the process of developing a new digital strategy that will be designed to provide:

- ✓ Greater access to FSC clinicians
- ✓ Greater access to Reliable and trustworthy information
- ✓ Greater understanding of the mental health landscape
- ✓ User-friendly experience when navigating mental health resources
- ✓ Remove obstacles to access through cultural, language, demographic, and lifestyle inclusive content and considerations

14. Explain how the organization formally collaborates with other local organizations to decrease duplication of services and improve results for the community.

Collaboration:

FSC is an active and consistent partner in many Glenview service-based committees including

- ✓ Social Services Committee,
- ✓ Character Counts! in Glenview Committee,
- ✓ Crisis Response Network of the North Shore,
- ✓ Glenview Northbrook Coalition for Youth (GNCY),
- ✓ Leadership Glenview
- ✓ Glenview Northbrook Coalition for Youth (GNCY),
- ✓ Glenview Values Project Committee (FSC has served in a leadership role in the (i.e., Secretary of Glenview Values FY20&FY22).

Consistent monthly participation in these committees has connected FSC with other social service agency leaders including:

- ✓ Youth Services
- ✓ Josselyn Center
- ✓ Northfield Township
- ✓ North Shore Senior Center
- ✓ Glenview schools (e.g., GBS, District 34, District 30, Wesley Child Care Center),
- ✓ Glenview Police
- ✓ Glenview Library
- ✓ Village of Glenview
- ✓ Glenview religious institutions

This connected and collaborative environment has allowed for opportunities to discuss community needs and service delivery to minimize duplication. See Addendum FSC FY21 Presentations with Glenview residents

Partnership Agreements:

District 34

The D34 ParentConnect Initiative, a partnership between the Glenview School District 34 and FSC, began in the summer of 2018 after the completion of a comprehensive districtwide needs assessment. D34 ParentConnect created a core steering and planning committee, “D34 Parent Connect Council” which included district parents, social workers, administrators, and FSC clinicians. More information about D34 ParentConnect can be found here: <https://www.glenview34.org/for-parents/parent-hub/for-parents/d34-parentconnect>.

Glenbrook South

FSC also formally collaborated with GBS during FY21. FSC provided staff support including an all staff professional development webinar upon the return to the academic year, follow up support regarding implementation of the ideas presented, and delivered two, virtual synchronous “Coping During COVID” staff support series (six sessions during the fall semester, six sessions during the spring semester).

Northfield Township

FSC partnered with Northfield township to facilitate Mindfulness practices and to support the use of healthy coping during the early months of the COVID pandemic. Brief lessons were delivered twice weekly (in the morning and at the end of the day) to accommodate the tight schedules township employees operated within.

15. Provide evidence of community support for your organization and the services it provides.

Due to the confidential nature of our work, volunteer involvement with clients does not exist. However, FSC has a very active and engaged Board of Directors and recently re-established Advisory Council. Village of Glenview community members are actively involved in both. FSC's Board of Director leadership team includes Glenview residents Board President **Fritz Freidinger**, Board Vice President **Keryl Klemm**, and Board Treasurer, **John Mann**. Additionally, FSC's Advisory Council is co-chaired by Glenview residents former Superintendent of District 34, **Bill Attea**, and former Park District Executive Director, **Chuck Balling**. *See Addendum: The People Behind the Mission which **highlights** staff, Board and Advisory Council members that currently or formerly reside in Glenview.

It is also worth noting that as part of FSC's Gala events in July 2020 and April 2021, FSC engaged many volunteer groups to decorate 250 "Keagan's Rocks." Volunteers included Glenview groups (Glenview Library group, Philanthropic Exchange), and many Glenview residents painted the rocks, wrote messages of hope on them, and affixed contact information to the Suicide Prevention Lifeline. These rocks were "adopted" at our virtual fundraisers and volunteers placed them in plain sight throughout the community.

In fact, community support continues to grow through agency focused efforts. Some excellent examples of this support can be seen in the following brief segments from our April 2021 virtual fundraiser, these three segments highlight the impact FSC is making in the community.



The Power of Prevention. Hear from Allison Ewing, LCSW, and Glenview resident, as she shares her past experiences and the evidence of what a critical role qualified and seasoned clinicians make in a community. A belief so strong, that it resulted in her Inspired Life Tapping Foundation making a very generous **\$40K donation to FSC, as well as matching gift of up to \$10K of donations as part of the Rock On! Fundraiser.** [Allision Ewing - Power of Prevention and Donor Match](#)

Resilience in Our Schools. Hear from FSC partners at Glenbrook North High School, Wilmette School District 39, and Glenview School District 34 as they share the challenges they experienced, and responses to those challenges over the past year when they partnered with FSC to support students, parents and staff. [Resilience in Our Schools](#)



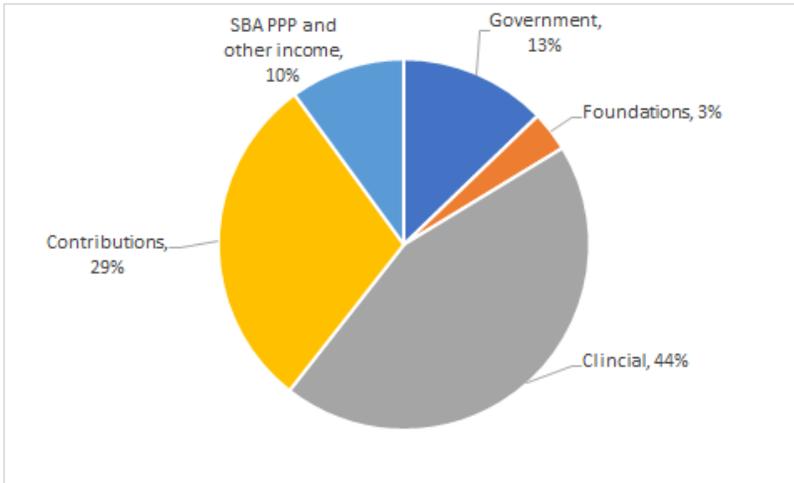
Support for Essential Workers. Hear from those at the Northfield Township Food Pantry about how they collaborated with FSC to provide support for their team and the ripple effects beyond the sessions they participated in. [FSC Supports Essential Workers](#)

Also hear from Glenview renowned artist, Elisa Boughner, and how she supported FSC with a donation of her incredible art that represents Resilience and Hope:

[Creating Resilience & Hope](#)



16. Describe the organization’s annual fundraising activities and efforts to identify additional/diversified sources of funding.



FSC continues to strategically focus on creating greater, sustainable, reliable funding streams to support the agency’s growth, mission and vision. This meant a quick pivot and steep learning curve for moving our biggest funding source, the annual in-person gala, to a virtual event for the past two years. (Note that due to the delay in FY20, both of these successful fundraisers are included in our FY21 financials). FSC also was quick to look for ways to secure federal funds made available through the SBA’s Paycheck Protection Program and

Employee Retention Credit program. The intent of these funds, as well as the recent funds released through the American Recovery Plan, align with the critical work being done by FSC.

As outlined in FSC’s organizational goals for this coming fiscal years, we also plan to focus on the following:

1. Develop a more robust Marketing/ Communications Plan
 - a. Further establish FSC as community mental health experts.
 - b. Increase the % of our service area that feels an affiliation with FSC.
 - c. Increase the awareness of FSC accessibility and range of services.
2. Refine Grants & Sponsorship Development
 - a. Reduce the resources required to produce quality grants in a timely manner.
 - b. Increase the types/categories of grants and/or business sponsorships that FSC can qualify and secure by matching FSC goals more specifically with organizations’ missions and funding strategies.

17. Describe the organizations most recent efforts to expand service and target new audiences.

As previously described in this proposal, FSC has recently:

- | | |
|--|---|
| ✓ Added the Resilience Builder Program | ✓ Expanding its digital reach and capacity |
| ✓ Added tailored virtual coping during COVID programming | ✓ Pivoted to a virtual fundraising environment |
| ✓ Added Single Session Consultation services | ✓ Invested in a new donor database |
| ✓ Adapted to utilize telehealth platform | ✓ Adopted a more client friendly Electronic Health Record |
| ✓ Reorganized to build capacity | ✓ Planned for further digital outreach expansion |
| ✓ Hired additional clinical staff | ✓ Grown its community connections |
| ✓ Increased office space | ✓ Re-established and grown its Advisory Council |

18. Describe the programs engagement of high need and/or underserved populations.

This is one of FSC’s core Individuals and families often reach out to FSC for counseling support when they are experiencing significant distress and their symptoms are interfering with their functioning. As reflected elsewhere in this proposal, it has been clearly established that significant percentage of people in need of mental health services do not access them. By definition, FSC’s outpatient counseling clients can be considered high need based on their presenting problems. Additionally, individuals living in low income families have increased risk for mental health problems and are less likely than families with financial resources to access quality mental health services.

As discussed previously, limited financial resources are a significant barrier to accessing service. The majority of local private practice clinicians identify as “out of network” providers or only accept insurances that reimburse at relatively high rates. This results in limited accessibility by community members who are enrolled with other insurance companies and/or cannot afford out-of-pocket costs. High premiums, deductibles, and co-pays also limit community members’ use of health insurance benefits when financial resources are needed for other household expenses.

**See question 13 for a list of the ways FSC increased accessibility.

Section B: Financial Information

Requestor’s Fiscal Year: July 1 – June 30

Family Service Center budgets internally on a cash basis. Please note that in our FY22 Provisional budget provided as a supplemental schedule, our anticipated net loss is (16,412). This amount varies from the net income (loss) provided to Village of Glenview in Section B of the 2022 Funding Application. (130,274)

There are two non-operating FY22 budget items which account for this difference.

- SBA Payroll Protection Program loan which was received in FY21 and is anticipated to be forgiven in FY22: 85,382
- IRS Employee Retention Credit which was applied for in FY21, and is anticipated to be received in FY22: 28,480

Both of the above items are included as revenue in our FY22 Audited financial statements, and we therefore excluded the total revenue of 113,862 from the Glenview Section B FY22 budget.

Funding Sources			
Government Funding	FY 2020 *	FY 2021	Anticipated FY 2022
New Trier Township	65,201	70,199	70,200
Northfield Township	12,000	32,000	12,000
Northbrook Village	20,000	18,680	20,000
Village of Glenview	25,000	25,000	25,000
SBA PPP Loan (to be forgiven) ***	69,272	85,382	0
Employee Retention Credit ****		28,480	0
Total Government Funding:	191,473	259,741	127,200

Funding Sources			
Non-Government Funding	FY 2020 *	FY 2021	Anticipated FY 2022
Events **	0	237,890	110,000
Annual Appeal	60,707	63,806	75,000

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Churches	22,022	5,500	19,000
Foundations	9,150	39,750	9,250
Organizations	30,696	25,850	29,000
Individuals	10,282	1,753	0
Total Non-Government Funding:	132,857	374,549	242,250

Funding Sources			
Client Fees/Other Revenue	FY 2020 *	FY 2021	Anticipated FY 2022
Client Revenue	375,502	456,606	548,439
Program Fees	16,900	48,040	24,500
Interest and other Income	849	327	360
Total Client Fees/Other Revenue:	393,251	504,973	573,299
Total of ALL Revenue Sources:	717,581	1,139,263	942,749

Expenses – Provide a detailed report of expenses by category using the tables below. To the best of your ability, please categorize expenditures as **program expenses, administrative expenses, or fundraising expenses.**

Expense Type	FY 2020 *	FY 2021	Anticipated FY 2022
PROGRAM Staff Salaries, Benefits, Taxes	358,358	339,263	534,440
Professional Fees/Contractual Services	25,064	27,505	27,618
General Operating Expenses	52,976	61,643	30,307
Occupancy and Utilities	48,538	60,617	64,982
ADMINISTRATIVE Staff Salaries, Benefits, Taxes	116,476	231,724	230,058
General Operating Expenses	15,958	14,472	14,928
Occupancy and Utilities	5,710	7,131	7,645
FUNDRAISING Staff Salaries, Benefits, Taxes	78,332	103,168	119,473
Occupancy and Utilities	2,855	3,566	3,822
Other Fundraising Expenses	9,570	23,373	39,750
Total of ALL Expense:	713,837	872,462	1,073,023

Staffing – Provide a count of your full time, part time and volunteer staff.

Total # of Employees	FY 2020	FY 2021	Anticipated FY 2022
Full time:	3	5	7
Part time:	4	4	5
TOTAL	7	9	12
Volunteer Staff:			

* FY20: See Audited statements FY21: Preliminary audit results. FY22 is our cash basis budget.

** FY20 Annual Gala was postponed, due to Covid-19, resulting in 2 events during FY21.

*** SBA Payroll Protection Program loan was received in FY21, and is anticipated to be forgiven, FY22.

**** IRS Employee Retention Credit was applied for in FY21, and is anticipated to be received in FY22.

Section C: Funding Request

19. **Funding received from Village of Glenview in 2021 (if applicable):** FSC received \$25,000 in funding from the Village of Glenview for FY21 for the provision of unfunded counseling services to incorporated Glenview residents.

20. If the organization received funding in 2021, describe how 2021 Village of Glenview funding was used and provide any quantifiable measures of success of the funded services/programs as well as the number of unique incorporated Glenview individuals served:

In FY21 FSC delivered 685 session to 46 Incorporated Glenview residents. 57% of FSC Incorporated Glenview clients are adults and 43% are youth. 33% of Incorporated Glenview residents who reported their income fall within the Low Income financial category and utilized 63% of the sessions delivered. The \$25,000 grant that the Village of Glenview provided covered the cost of 46% of the unfunded counseling services delivered. See Addendum FSC Client Satisfaction Survey Data.

It is also worth noting that FSC supported the Glenview community through the virtual delivery of educational, uniquely tailored video presentations which supported the development of adaptive coping during the COVID era for parents, essential workers, teachers, seniors, village employees, etc. Additionally, FSC provided support to parents by facilitating discussion groups. Tracking unduplicated participants in the virtual formats is inherently difficult based on technology and with the goal to reach as many community members as possible registration was not always required. Given this, FSC estimates that we reached over 1000 people in the community. See Addendum FY21 Presentations with Glenview Resident Participation.

21. 2022 Request Amount: \$48,500

22. If the 2022 request amount exceeds the 2021 award, provide specific rationale for the increased request.

As stated in question 10, while FSC is working to continue to bolster its traditional counseling services, the organization is also seeking to build its capacity to serve not only a greater number of residents with these services, but expand our prevention efforts (education, outreach, and skill building) and crisis response (health and safety assessments, grief support) efforts. We believe that by expanding our prevention efforts, we can support mental wellness, and also break down the barriers to create better access to counseling services for more residents in need.

The ways FSC intends to accomplish this is:

1. Build opportunities to present and broaden the available educational topics through programming both with community partners and directly from FSC clinical staff.
2. Increase preventative skill building programs, specifically the Resilience Builders Program and Mindfulness programs.
3. Digital Outreach. Develop an expanded digital platform to extend FSC’s ability to reach, educate and guide residents in our community when navigating mental health questions and needs.

23. List any “in-kind” services the Village may be providing the organization and estimated financial value:
N/A

24. Summarize the organization’s grant award proposal including explanation of the request amount and how specifically the Village funds would be used:

Program	Benefits	Est. Glenview Residents	Funding Request
Individual and Family Counseling	Evidence-based counseling consistently provides symptom relief and improved functioning to many who participate.	40-75	\$25,000 can subsidize the cost of 195 low-or no insurance resident therapy sessions.

FAMILY SERVICE CENTER FY22 GRANT REQUEST – VILLAGE OF GLENVIEW

Offering quality counseling to Glenview residents in need, in particular offering a sliding scale fee for those with no insurance or underinsured.			
Educational Programming	Continuing to build up on the critical educational programming developed to offer knowledge and support to parents, educators, students, seniors, and the community at large allows larger groups of residents to better identify and support themselves and others when times of stress arise.	500-1500	\$4,500 Can allow for approximately an additional 10 educational programs to be developed by FSC clinicians and shared both synchronously and asynchronously.
Digital Outreach	A focus on breaking down barriers to mental health programming and supports, through digital platforms and extending the voice of FSC expert clinicians can improve the likelihood of Glenview residents to seek out and accept mental health supports.	500-1500	\$10,000 Will add capacity to FSC's planned web-based build out, as well as fund content creation by FSC clinicians that can be better adapted to Glenview resident demographics
Skill Building Resilience Builder Program and Mindfulness Group Sessions	Expansion of preventative group skill building programs are an investment in reducing crisis in the future.	7-20	\$7,500 Will add FSC's ability to offer Resilience Builder Program or Mindfulness partial or full scholarships for up to 20 Glenview residents who qualify based upon need.
Crisis Response	Ensuring seasoned clinicians are available to respond to both assess and individual's or others immediate safety as well as offer organizational support in times of unexpected crisis is an incredible asset in Glenview.	10-150	\$1,500 Supports clinical staff efforts to respond to community crisis.
		1,057-3,245 Total Request:	\$48,500

25. Describe how the organization will measure the impact/success of the program(s) being funded by the Village. Be as specific as possible:

Counseling Services

- ✓ FSC will measure the impact and success of this program by its accessibility to and engagement by Glenview residents, by tracking the number of people served, the number of sessions delivered, and the demographic and financial breakdown of clients.
- ✓ Success will be defined by services being delivered to a significant proportion of low income clients and clients who have insurance that is not typically accepted by many practitioners (i.e., due to low reimbursement rates).
- ✓ Client satisfaction survey data will be collected and analyzed
- ✓ FSC intends to incorporate assessment measures to evaluate the impact of counseling services on symptom presentation and client functioning. Assessment measures will be administered pre and post treatment to evaluate effectiveness. While evaluation of optimal assessment tools is underway, it is likely that anxiety, depression, and self-reported stress levels will be evaluated.

Crisis Response

- ✓ FSC will track the number of Health and Safety Assessments completed
- ✓ FSC will track the number of times clinicians are deployed for crisis support after a community tragedy

Outreach and Education

- ✓ FSC will track the number of presentations delivered to the Glenview Community
- ✓ FSC will track the number of attendees to Glenview presentations
- ✓ FSC will distribute program evaluation questionnaires to obtain feedback about the impact of programming
- ✓ FSC will look to track Glenview residents who register on the enhanced web portal once launched (digital outreach).

26. Describe why the organization is requesting Village funding. Please include how Village funding would help the organization advance its mission and goals, support the need for services your organization provides to the Glenview community and enhance the quality of life for the Village and its residents.

Please see detail in table in question 24.

27. Describe the organization's plans if the amount of Village funding assistance is less than anticipated:

FSC will continue to provide its evidence based, quality, traditional counseling services to Glenview residents. During FY21 requests for counseling services outpaced our ability to serve, as was true of most agencies. With increased capacity, FSC currently is able to take new clients and we strive to pace funding and agency growth with demand. A reduction in anticipated funding will result in less resources available for outreach, education and its effort to connect more people in need with services that can positively impact their lives.