

CUNNINGHAM TOWNSHIP BOARD

Monday, January 12, 2026

6:30 p.m.

400 S. Vine Street, Urbana, IL 61801

AGENDA

1) ROLL CALL

2) APPROVAL OF MINUTES

a) 10-13-2025 Meeting Minutes

b) 11-10-2025 Public Hearing Minutes

3) ADDITIONS TO THE AGENDA

4) PUBLIC PARTICIPATION

5) COMMITTEE TO VERIFY BILLS

a) **Town Fund**

b) **General Assistance**

6) REPORTS OF OFFICERS

a) **FY 2025 Audit Presentation**

7) NEW BUSINESS

a) Approval of the Annual Meetings Calender

b) Resolution No. T-2026-01-001R: A Resolution Authorizing the Supervisor to Sign a Contract with Homebase (Continuum of Service Providers to the Homeless - IDHS Collaboration Grant FY26)

c) Resolution No. T-2026-01-002R: A Resolution Authorizing the Supervisor to Sign an MOU with Community Health Partnership of Illinois

d) Resolution No. T-2026-01-003R: A Resolution Authorizing the Supervisor to Sign and MOU with Worksite Sponsors for Careers in Motion

8) ADJOURNMENT

Cunningham Township Income and Expenses by Division December 4, 2025 through November 5, 2026

	Supervisor Unrestric... (Town Fund)	Assessor Unrestric... (Town Fund)	Total Town Fund	GA Fund	TOTAL
Ordinary Income/Expense					
Income					
4009 · TAXES					
4010 · Property Tax	2,668.23	0.00	2,668.23	2,668.24	5,336.47
Total 4009 · TAXES	2,668.23	0.00	2,668.23	2,668.24	5,336.47
4020 · GRANTS	0.00	0.00	0.00	132,296.66	132,296.66
4030 · SSI Reimbursements	0.00	0.00	0.00	10,880.00	10,880.00
4035 · DONATIONS AND GIFTS					
4038 · Angel Donor - Paypal	0.00	0.00	0.00	5,213.18	5,213.18
4039 · Angel Donor - Cash and Checks	0.00	10,000.00	10,000.00	32,155.00	42,155.00
Total 4035 · DONATIONS AND GIFTS	0.00	10,000.00	10,000.00	37,368.18	47,368.18
4050 · OTHER INCOME					
4041 · Interest Income	5,979.35	0.00	5,979.35	5,979.37	11,958.72
Total 4050 · OTHER INCOME	5,979.35	0.00	5,979.35	5,979.37	11,958.72
Total Income	8,647.58	10,000.00	18,647.58	189,192.45	207,840.03
Gross Profit	8,647.58	10,000.00	18,647.58	189,192.45	207,840.03
Expense					
6000 · SALARIES	19,187.90	24,528.00	43,715.90	86,132.82	129,848.72
6030 · PERSONNEL OTHER EXPENSES	6,403.11	5,146.26	11,549.37	32,719.60	44,268.97
6100 · ADMINISTRATION					
6210 · Legal	225.00	0.00	225.00	8,343.15	8,568.15
6215 · Admin Services	3,452.79	24.10	3,476.89	193.91	3,670.80
6220 · Audit Services	2,000.00	0.00	2,000.00	0.00	2,000.00
6230 · Dues / Subscriptions	0.00	950.00	950.00	0.00	950.00
6240 · Computer Service/Software	637.94	536.20	1,174.14	637.93	1,812.07
6270 · Appraisals	0.00	500.00	500.00	0.00	500.00
6283 · Janitorial	842.50	350.00	1,192.50	842.50	2,035.00
6310 · Supplies	90.88	0.00	90.88	917.43	1,008.31
6350 · Printing / Publishing	548.53	0.00	548.53	199.57	748.10
6411 · Equipment Purchase	192.94	0.00	192.94	3,281.84	3,474.78
6420 · Bldg Repairs/Maintenance					
6421 · Bldg Repairs / Maint	115.00	0.00	115.00	9,663.84	9,778.84
6420 · Bldg Repairs/Maintenance - Other	0.00	0.00	0.00	34.27	34.27
Total 6420 · Bldg Repairs/Maintenance	115.00	0.00	115.00	9,698.11	9,813.11
6429 · Property Acquisition/Rent	2,600.00	6,300.00	8,900.00	6,600.00	15,500.00
6430 · Utilities	562.30	285.28	847.58	1,778.29	2,625.87
6520 · Vehicle Maintenance	0.00	0.00	0.00	217.34	217.34
6522 · Misc Expenses	373.83	0.00	373.83	52.71	426.54
Total 6100 · ADMINISTRATION	11,641.71	8,945.58	20,587.29	32,762.78	53,350.07
6700 · PROGRAMS					
6720 · General Assistance	0.00	0.00	0.00	35,979.66	35,979.66
6730 · Housing Assistance	0.00	0.00	0.00	159,791.31	159,791.31
6799 · Other Assistance	1,672.84	0.00	1,672.84	72,951.80	74,624.64
Total 6700 · PROGRAMS	1,672.84	0.00	1,672.84	268,722.77	270,395.61
Total Expense	38,905.56	38,619.84	77,525.40	420,337.97	497,863.37
Net Ordinary Income	-30,257.98	-28,619.84	-58,877.82	-231,145.52	-290,023.34
Net Income	-30,257.98	-28,619.84	-58,877.82	-231,145.52	-290,023.34

Cunningham Township Bills and Payroll

November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
Ordinary Income/Expense			
Income			
4020 · GRANTS			
11/21/2025	STATE OF ILLINOIS	IDHS RRH Grant Payment September FY26	21,524.67
12/01/2025	STATE OF ILLINOIS	ETH 2025 Sep	33,260.16
12/01/2025	STATE OF ILLINOIS	ETH 2025 Aug Partial Payment	28,922.30
Total 4020 · GRANTS			83,707.13
4035 · DONATIONS AND GIFTS			
4036 · Solidarity Gardens			
11/07/2025	Camille Cobb	Angel Fund Donation - SG	50.00
11/07/2025	PAYPAL	PayPal Fees	-1.94
12/02/2025	PAYPAL	Angel Fund Donation - SG	40.00
12/02/2025	PAYPAL	PayPal Fees	-1.65
Total 4036 · Solidarity Gardens			86.41
4038 · Angel Donor - Paypal			
12/02/2025	Michael Feltes	Angel Fund Donation	10.00
12/02/2025	Megan Kuhlenschmidt	Angel Fund Donation	10.00
12/02/2025	Susan Hopkins	Angel Fund Donation	100.00
12/02/2025	Josue Cisneros	Angel Fund Donation	20.00
12/02/2025	Sheridan Sullivan	Angel Fund Donation	25.00
12/02/2025	Stacey Robinson	Angel Fund Donation	20.00
12/02/2025	Jennifer Roth	Angel Fund Donation	25.00
12/02/2025	Jon Hoekstra	Angel Fund Donation	4.00
12/02/2025	Aman Aulakh	Angel Fund Donation	100.00
12/02/2025	Brian Dunn	Angel Fund Donation	5.00
12/02/2025	Stephanie Howard-Gallo	Angel Fund Donation	25.00
12/02/2025	Nathan Alexander	Angel Fund Donation	10.00
12/02/2025	Jason Quackenbush	Angel Fund Donation	20.00
12/02/2025	Gina Clapper	Angel Fund Donation	25.00
12/02/2025	Tom Ackerman	Angel Fund Donation	10.00
12/02/2025	Tom Ackerman	Angel Fund Donation	40.00
12/02/2025	Michael Feltes	Angel Fund Donation	10.00
12/02/2025	Megan Kuhlenschmidt	Angel Fund Donation	10.00
12/02/2025	Susan Hopkins	Angel Fund Donation	100.00
12/02/2025	Josue Cisneros	Angel Fund Donation	20.00
12/02/2025	Sheridan Sullivan	Angel Fund Donation	25.00
12/02/2025	Jennifer Roth	Angel Fund Donation	25.00
12/02/2025	Stacey Robinson	Angel Fund Donation	20.00
12/02/2025	Jon Hoekstra	Angel Fund Donation	4.00
12/02/2025	Victoria Christensen	Angel Fund Donation	250.00
12/02/2025	Aman Aulakh	Angel Fund Donation	100.00
12/02/2025	Brian Dunn	Angel Fund Donation	5.00
12/02/2025	Jason Quackenbush	Angel Fund Donation	20.00
12/02/2025	Nathan Alexander	Angel Fund Donation	10.00
12/02/2025	Lauren Quinn	Angel Fund Donation	10.00
12/02/2025	Gina Clapper	Angel Fund Donation	25.00
12/02/2025	Tom Ackerman	Angel Fund Donation	40.00
12/02/2025	Michael Feltes	Angel Fund Donation	10.00
12/02/2025	Susan Hopkins	Angel Fund Donation	100.00
12/02/2025	Megan Kuhlenschmidt	Angel Fund Donation	10.00
12/02/2025	Josue Cisneros	Angel Fund Donation	20.00
12/02/2025	Sheridan Sullivan	Angel Fund Donation	25.00
12/02/2025	Stacey Robinson	Angel Fund Donation	20.00
12/02/2025	Jennifer Roth	Angel Fund Donation	25.00
12/02/2025	Jon Hoekstra	Angel Fund Donation	4.00
12/02/2025	Melissa Schoeplein	Angel Fund Donation	100.00
12/02/2025	Aman Aulakh	Angel Fund Donation	100.00
12/02/2025	Camille Cobb	Angel Fund Donation	50.00
12/02/2025	Brian Dunn	Angel Fund Donation	5.00
12/02/2025	Nathan Alexander	Angel Fund Donation	10.00
12/02/2025	Jason Quackenbush	Angel Fund Donation	20.00
12/02/2025	Nancy Dietrich	Angel Fund Donation	100.00
12/02/2025	Deborah Rugg	Angel Fund Donation	100.00
12/02/2025	Lauren Quinn	Angel Fund Donation	10.00
12/02/2025	Gina Clapper	Angel Fund Donation	25.00

Cunningham Township
Bills and Payroll
November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
12/02/2025	Anna Fedders	Angel Fund Donation	50.00
12/02/2025	Carol Inskoop	Angel Fund Donation	50.00
12/02/2025	Sharon Irish	Angel Fund Donation	1,000.00
12/02/2025	Tom Ackerman	Angel Fund Donation	40.00
12/02/2025	Michael Feltes	Angel Fund Donation	10.00
12/02/2025	Justin Yim	Angel Fund Donation	100.00
12/02/2025	Andrea Bretl	Angel Fund Donation	250.00
12/02/2025	Susan Hopkins	Angel Fund Donation	100.00
12/02/2025	Megan Kuhlenschmidt	Angel Fund Donation	10.00
12/02/2025	Josue Cisneros	Angel Fund Donation	20.00
12/02/2025	Sheridan Sullivan	Angel Fund Donation	25.00
12/02/2025	Jennifer Roth	Angel Fund Donation	25.00
12/02/2025	Stacey Robinson	Angel Fund Donation	20.00
12/02/2025	Jon Hoekstra	Angel Fund Donation	4.00
12/02/2025	Sarah Scott	Angel Fund Donation	20.00
12/02/2025	Carmen Blubaugh	Angel Fund Donation	100.00
12/02/2025	Barbara Kessel	Angel Fund Donation	150.00
12/02/2025	Ashley Price	Angel Fund Donation	100.00
12/02/2025	Anonymous Donation	Angel Fund Donation - for Winter Shelter Support	100.00
12/02/2025	Cynthia Hoyle	Angel Fund Donation	100.00
12/02/2025	Sanford Hess	Angel Fund Donation	150.00
12/02/2025	Aman Aulakh	Angel Fund Donation	100.00
12/02/2025	Julia Cronin	Angel Fund Donation	100.00
12/02/2025	Rosa Druker	Angel Fund Donation	36.00
12/02/2025	Ryan Fellers	Angel Fund Donation	100.00
12/02/2025	Paul Weston	Angel Fund Donation	1,000.00
12/02/2025	Kia Alexander	Angel Fund Donation	50.00
12/02/2025	Karen Linder	Angel Fund Donation - for Winter Shelter Support	1,000.00
12/02/2025	Camille Cobb	Angel Fund Donation	200.00
12/02/2025	Brian Dunn	Angel Fund Donation	5.00
12/02/2025	LaKisha David	Angel Fund Donation	100.00
12/02/2025	Rebecca McBride	Angel Fund Donation	50.00
12/02/2025	Stuart Levy	Angel Fund Donation	480.00
12/02/2025	Emily Kerlin	Angel Fund Donation	25.00
12/02/2025	Todd Kinney	Angel Fund Donation	200.00
12/02/2025	Jason Quackenbush	Angel Fund Donation	20.00
12/02/2025	Nathan Alexander	Angel Fund Donation	10.00
12/02/2025	Elizabeth Majerus	Angel Fund Donation	10.00
12/02/2025	Howard Schein	Angel Fund Donation	50.00
12/02/2025	Barbara Jones	Angel Fund Donation	50.00
12/02/2025	Jennifer Locke	Angel Fund Donation	200.00
12/02/2025	Jake McGinty	Angel Fund Donation	500.00
12/02/2025	PAYPAL	PayPal Fees	-296.67
12/02/2025	Gina Clapper	Angel Fund Donation	25.00
12/02/2025	Lauren Quinn	Angel Fund Donation	10.00
12/02/2025	Courtney Krafczyk	Angel Fund Donation	50.00
Total 4038 · Angel Donor - Paypal			8,355.33
4039 · Angel Donor - Cash and Checks			
11/05/2025	CITY OF URBANA	Reimbursement of Tenant Relocation for 1401 Silver	1,400.00
11/05/2025	Lucas Scharf	Angel Fund Donation	50.00
11/13/2025	Julie F Yoder-Booth	Angel Fund DOnation - Food or Coats	400.00
12/03/2025	Urbana Campaign Friends Meeting	Angel Fund Donation to Winter Shelter Support	10,000.00
12/03/2025	Michael Folk	Angel Fund Donation via Bank of America	6,000.00
12/03/2025	Lucas Scharf	Angel Fund Donation	50.00
12/03/2025	Stephen Joseph Maguire	Angel Fund Donation	147.00
Total 4039 · Angel Donor - Cash and Checks			18,047.00
Total 4035 · DONATIONS AND GIFTS			26,488.74
4050 · OTHER INCOME			
4040 · Misc Income			
11/05/2025	TIMOTHY MUHAMMAD	Refund of Move In Costs - LW	1,650.00
11/12/2025	LIVINGSTON COUNTY HOUSING ...	Refund for Arrears Overpayment - BM	125.96
Total 4040 · Misc Income			1,775.96

Cunningham Township Bills and Payroll November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
4041 · Interest Income			
11/28/2025	BUSEY BANK	Interest	1,823.31
11/28/2025	BUSEY BANK	Interest	1,823.30
11/30/2025	ILLINOIS FUNDS	Interest	4,286.57
11/30/2025	ILLINOIS FUNDS	Interest	4,286.56
Total 4041 · Interest Income			12,219.74
Total 4050 · OTHER INCOME			13,995.70
Total Income			124,191.57
Gross Profit			124,191.57
Expense			
6000 · SALARIES			
6010 · SUPERVISOR'S SALARY			
11/14/2025	DANIELLE L. CHYNOWETH	Direct Deposit	3,269.23
11/28/2025	DANIELLE L. CHYNOWETH	Direct Deposit	3,269.23
Total 6010 · SUPERVISOR'S SALARY			6,538.46
6011 · ASSESSOR'S SALARY			
11/14/2025	Ivana Owona	Direct Deposit	2,776.00
11/28/2025	Ivana Owona	Direct Deposit	2,776.00
Total 6011 · ASSESSOR'S SALARY			5,552.00
6012 · CLERK'S SALARY			
11/14/2025	DARCY SANDEFUR	Direct Deposit	144.46
11/28/2025	DARCY SANDEFUR	Direct Deposit	144.46
Total 6012 · CLERK'S SALARY			288.92
6013 · SALARIES - OTHERS			
11/14/2025	Nicole Philyaw	Direct Deposit	2,131.77
11/14/2025	Nicole Philyaw	Direct Deposit	259.19
11/14/2025	Nicole Philyaw	Direct Deposit	250.25
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	4,211.55
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	2,200.84
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	926.54
11/14/2025	JEN STRAUB	Direct Deposit	1,155.40
11/14/2025	Ariel Davenport	Direct Deposit	1,421.60
11/14/2025	Ariel Davenport	Direct Deposit	120.00
11/14/2025	Ariel Davenport	Direct Deposit	5.10
11/14/2025	Ariel Davenport	Direct Deposit	242.39
11/14/2025	LILYIA GARCIA	Direct Deposit	1,964.76
11/14/2025	LILYIA GARCIA	Direct Deposit	70.00
11/14/2025	LILYIA GARCIA	Direct Deposit	35.00
11/14/2025	Kerrie Peters	Direct Deposit	2,212.84
11/14/2025	Sophie Kish	Direct Deposit	1,622.93
11/14/2025	Demetris Lambert	Direct Deposit	1,536.40
11/14/2025	Demetris Lambert	Direct Deposit	80.50
11/14/2025	Phyllis McCoy	Direct Deposit	1,538.90
11/14/2025	Phyllis McCoy	Direct Deposit	165.00
11/14/2025	Yvonne Miller	Direct Deposit	2,104.65
11/14/2025	Yvonne Miller	Direct Deposit	400.00
11/14/2025	MARTEL MILLER	Direct Deposit	2,011.50
11/14/2025	Queennette Odudu	Direct Deposit	1,998.80
11/14/2025	Boyd Porter-Reynolds.	Direct Deposit	1,619.52
11/14/2025	Boyd Porter-Reynolds.	Direct Deposit	72.00
11/14/2025	Marco Price_	Direct Deposit	2,219.56
11/14/2025	Marco Price_	Direct Deposit	21.00
11/14/2025	Selkey Regibeau-Rockett	Direct Deposit	1,418.55
11/14/2025	Selkey Regibeau-Rockett	Direct Deposit	220.50
11/14/2025	Selkey Regibeau-Rockett	Direct Deposit	147.00
11/14/2025	Brittany Tuten	Direct Deposit	1,937.00
11/14/2025	Susan Davis	Direct Deposit	1,830.15
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	1,831.82
11/14/2025	TANMAYSINGH R RAJPUT	Direct Deposit	2,100.00

Cunningham Township Bills and Payroll November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
11/14/2025	WAYNE T WILLIAMS	Direct Deposit	2,000.00
11/14/2025	William Harris	Direct Deposit	1,300.00
11/28/2025	TANMAYSINGH R RAJPUT	Direct Deposit	2,100.00
11/28/2025	WAYNE T WILLIAMS	Direct Deposit	2,000.00
11/28/2025	William Harris	Direct Deposit	1,300.00
11/28/2025	Nicole Philyaw	Direct Deposit	2,642.64
11/28/2025	Nicole Philyaw	Direct Deposit	98.31
11/28/2025	JEN STRAUB	Direct Deposit	1,071.13
11/28/2025	JEROME WHITE	Direct Deposit	355.30
11/28/2025	Ariel Davenport	Direct Deposit	993.40
11/28/2025	Ariel Davenport	Direct Deposit	366.60
11/28/2025	Ariel Davenport	Direct Deposit	40.00
11/28/2025	Ariel Davenport	Direct Deposit	242.38
11/28/2025	LILYIA GARCIA	Direct Deposit	1,967.00
11/28/2025	LILYIA GARCIA	Direct Deposit	43.96
11/28/2025	LILYIA GARCIA	Direct Deposit	14.00
11/28/2025	Kerrie Peters	Direct Deposit	2,207.24
11/28/2025	Kerrie Peters	Direct Deposit	78.96
11/28/2025	Sophie Kish	Direct Deposit	1,598.18
11/28/2025	Sophie Kish	Direct Deposit	5.06
11/28/2025	Demetris Lambert	Direct Deposit	1,368.04
11/28/2025	Demetris Lambert	Direct Deposit	80.96
11/28/2025	Demetris Lambert	Direct Deposit	161.00
11/28/2025	Phyllis McCoy	Direct Deposit	1,716.44
11/28/2025	Phyllis McCoy	Direct Deposit	19.80
11/28/2025	Yvonne Miller	Direct Deposit	1,724.76
11/28/2025	Yvonne Miller	Direct Deposit	378.00
11/28/2025	Yvonne Miller	Direct Deposit	24.30
11/28/2025	Yvonne Miller	Direct Deposit	400.00
11/28/2025	MARTEL MILLER	Direct Deposit	1,964.25
11/28/2025	MARTEL MILLER	Direct Deposit	189.00
11/28/2025	MARTEL MILLER	Direct Deposit	106.52
11/28/2025	Queenette Odudu	Direct Deposit	2,000.64
11/28/2025	Boyd Porter-Reynolds.	Direct Deposit	1,920.00
11/28/2025	Boyd Porter-Reynolds.	Direct Deposit	511.92
11/28/2025	Marco Price_	Direct Deposit	2,240.00
11/28/2025	Marco Price_	Direct Deposit	243.60
11/28/2025	Selkey Regibeau-Rockett	Direct Deposit	1,761.55
11/28/2025	Selkey Regibeau-Rockett	Direct Deposit	34.79
11/28/2025	Brittany Tuten	Direct Deposit	1,721.86
11/28/2025	Brittany Tuten	Direct Deposit	13.15
11/28/2025	Brittany Tuten	Direct Deposit	184.10
11/28/2025	Susan Davis	Direct Deposit	1,957.06
11/28/2025	Susan Davis	Direct Deposit	12.86
11/30/2025	Selkey Regibeau-Rockett	Class HOME RRH Salary 25% November	-895.60
11/30/2025	Selkey Regibeau-Rockett	Class HOME RRH Salary 25% November	895.60
11/30/2025	Selkey Regibeau-Rockett	Class ETH Salary 25% November	-895.60
11/30/2025	Selkey Regibeau-Rockett	Class ETH Salary 25% November	895.60
11/30/2025	Nicole Philyaw	Class Indirect Cost Rate to HOME RRH Nov	-907.90
11/30/2025	Nicole Philyaw	Class Indirect Cost Rate to HOME RRH Nov	907.90
11/30/2025	ShayLa-Kinyon Bass-Briggs	Class ETH Salary 25% November	-457.96
11/30/2025	ShayLa-Kinyon Bass-Briggs	Class ETH Salary 25% November	457.96
Total 6013 · SALARIES - OTHERS			83,241.77
6020 · BOARD'S SALARY			
11/20/2025	Chaundra Bishop	Direct Deposit	175.00
11/20/2025	Christopher Evans	Direct Deposit	175.00
11/20/2025	James Quisenberry	Direct Deposit	175.00
11/20/2025	Jaya Kolisetty	Direct Deposit	175.00
11/20/2025	Maryalice Wu	Direct Deposit	175.00
11/20/2025	Phyllis Grace Wilken	Direct Deposit	175.00
11/20/2025	Shirese Hursey	Direct Deposit	175.00
Total 6020 · BOARD'S SALARY			1,225.00
Total 6000 · SALARIES			96,846.15
6030 · PERSONNEL OTHER EXPENSES			

Cunningham Township
Bills and Payroll
 November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
6009 · PAYROLL EXPENSES			
11/13/2025	QuickBooks Payroll Service	Fee for 3 direct deposit(s) at \$5.00 each	15.00
11/13/2025	QuickBooks Payroll Service	Fee for 1 direct deposit(s) at \$5.00 each	5.00
11/13/2025	QuickBooks Payroll Service	Fee for 21 direct deposit(s) at \$5.00 each	105.00
11/13/2025	QuickBooks Payroll Service	Fee for 4 direct deposit(s) at \$5.00 each	20.00
11/13/2025	QuickBooks Payroll Service	Fee for 2 direct deposit(s) at \$1.75 each	3.50
11/19/2025	QuickBooks Payroll Service	Fee for 6 direct deposit(s) at \$5.00 each	30.00
11/26/2025	QuickBooks Payroll Service	Fee for 4 direct deposit(s) at \$5.00 each	20.00
11/26/2025	QuickBooks Payroll Service	Fee for 3 direct deposit(s) at \$5.00 each	15.00
11/26/2025	QuickBooks Payroll Service	Fee for 21 direct deposit(s) at \$5.00 each	105.00
Total 6009 · PAYROLL EXPENSES			318.50
6040 · HEALTH INSURANCE			
11/14/2025	DANIELLE L. CHYNOWETH	Direct Deposit	704.62
11/14/2025	DANIELLE L. CHYNOWETH	Direct Deposit	175.00
11/14/2025	Nicole Philyaw	Direct Deposit	770.67
11/14/2025	LILYIA GARCIA	Direct Deposit	378.30
11/14/2025	Kerrie Peters	Direct Deposit	880.80
11/14/2025	Sophie Kish	Direct Deposit	369.64
11/14/2025	Demetris Lambert	Direct Deposit	370.10
11/14/2025	Phyllis McCoy	Direct Deposit	879.69
11/14/2025	MARTEL MILLER	Direct Deposit	1,066.93
11/14/2025	Queenette Odudu	Direct Deposit	432.99
11/14/2025	Boyd Porter-Reynolds.	Direct Deposit	628.42
11/14/2025	Marco Price_	Direct Deposit	541.46
11/14/2025	Selkey Regibeau-Rockett	Direct Deposit	378.78
11/14/2025	Brittany Tuten	Direct Deposit	362.42
11/14/2025	Susan Davis	Direct Deposit	804.97
11/14/2025	Ivana Owona	Direct Deposit	392.87
11/14/2025	TANMAYSINGH R RAJPUT	Direct Deposit	418.89
11/24/2025	Flexible Benefit Service	Health Insurance Admin Fees	13.33
11/24/2025	Flexible Benefit Service	Health Insurance Admin Fees	13.33
11/24/2025	Flexible Benefit Service	Health Insurance Admin Fees	13.34
11/28/2025	Ivana Owona	Direct Deposit	392.87
11/28/2025	TANMAYSINGH R RAJPUT	Direct Deposit	418.89
11/28/2025	DANIELLE L. CHYNOWETH	Direct Deposit	529.61
11/28/2025	Nicole Philyaw	Direct Deposit	770.67
11/28/2025	LILYIA GARCIA	Direct Deposit	378.29
11/28/2025	Kerrie Peters	Direct Deposit	880.79
11/28/2025	Sophie Kish	Direct Deposit	369.63
11/28/2025	Demetris Lambert	Direct Deposit	370.10
11/28/2025	Phyllis McCoy	Direct Deposit	879.68
11/28/2025	MARTEL MILLER	Direct Deposit	1,066.92
11/28/2025	Queenette Odudu	Direct Deposit	432.98
11/28/2025	Boyd Porter-Reynolds.	Direct Deposit	628.41
11/28/2025	Marco Price_	Direct Deposit	541.45
11/28/2025	Selkey Regibeau-Rockett	Direct Deposit	378.77
11/28/2025	Brittany Tuten	Direct Deposit	362.41
11/28/2025	Susan Davis	Direct Deposit	804.96
11/30/2025	Selkey Regibeau-Rockett	Class HOME RRH Fringe 25% November	-189.39
11/30/2025	Selkey Regibeau-Rockett	Class HOME RRH Fringe 25% November	189.39
11/30/2025	Selkey Regibeau-Rockett	Class ETH Fringe 25% November	-189.39
11/30/2025	Selkey Regibeau-Rockett	Class ETH Fringe 25% November	189.39
11/30/2025	Nicole Philyaw	Class Indirect Cost Rate to HOME RRH Nov	-219.25
11/30/2025	Nicole Philyaw	Class Indirect Cost Rate to HOME RRH Nov	219.25
Total 6040 · HEALTH INSURANCE			18,802.98
6050 · IMRF			
11/14/2025	DANIELLE L. CHYNOWETH	Direct Deposit	99.06
11/14/2025	Nicole Philyaw	Direct Deposit	80.03
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	222.37
11/14/2025	JEN STRAUB	Direct Deposit	35.01
11/14/2025	Ariel Davenport	Direct Deposit	46.87
11/14/2025	LILYIA GARCIA	Direct Deposit	62.71
11/14/2025	Kerrie Peters	Direct Deposit	67.05
11/14/2025	Sophie Kish	Direct Deposit	49.17
11/14/2025	Demetris Lambert	Direct Deposit	48.99

Cunningham Township
Bills and Payroll
November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
11/14/2025	Phyllis McCoy	Direct Deposit	51.63
11/14/2025	Yvonne Miller	Direct Deposit	63.77
11/14/2025	MARTEL MILLER	Direct Deposit	60.95
11/14/2025	Queennette Odudu	Direct Deposit	60.56
11/14/2025	Boyd Porter-Reynolds.	Direct Deposit	51.25
11/14/2025	Marco Price_	Direct Deposit	67.89
11/14/2025	Selkey Regibeau-Rockett	Direct Deposit	54.12
11/14/2025	Brittany Tuten	Direct Deposit	58.69
11/14/2025	Susan Davis	Direct Deposit	55.45
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	55.50
11/14/2025	Ivana Owona	Direct Deposit	84.11
11/14/2025	TANMAYSINGH R RAJPUT	Direct Deposit	63.63
11/28/2025	Ivana Owona	Direct Deposit	84.11
11/28/2025	TANMAYSINGH R RAJPUT	Direct Deposit	63.63
11/28/2025	DANIELLE L. CHYNOWETH	Direct Deposit	99.06
11/28/2025	Nicole Philyaw	Direct Deposit	83.05
11/28/2025	JEN STRAUB	Direct Deposit	32.46
11/28/2025	Ariel Davenport	Direct Deposit	42.42
11/28/2025	LILYA GARCIA	Direct Deposit	61.36
11/28/2025	Kerrie Peters	Direct Deposit	69.27
11/28/2025	Sophie Kish	Direct Deposit	48.58
11/28/2025	Demetris Lambert	Direct Deposit	48.78
11/28/2025	Phyllis McCoy	Direct Deposit	52.61
11/28/2025	Yvonne Miller	Direct Deposit	64.45
11/28/2025	MARTEL MILLER	Direct Deposit	68.47
11/28/2025	Queennette Odudu	Direct Deposit	60.62
11/28/2025	Boyd Porter-Reynolds.	Direct Deposit	73.69
11/28/2025	Marco Price_	Direct Deposit	75.25
11/28/2025	Selkey Regibeau-Rockett	Direct Deposit	54.43
11/28/2025	Brittany Tuten	Direct Deposit	58.15
11/28/2025	Susan Davis	Direct Deposit	59.69
11/30/2025	MARTEL MILLER	DeClass IMRF	-129.42
11/30/2025	MARTEL MILLER	DeClass IMRF	129.42
Total 6050 · IMRF			2,638.89
6060 · FICA			
11/14/2025	DANIELLE L. CHYNOWETH	Direct Deposit	194.37
11/14/2025	DANIELLE L. CHYNOWETH	Direct Deposit	45.46
11/14/2025	DARCY SANDEFUR	Direct Deposit	8.96
11/14/2025	DARCY SANDEFUR	Direct Deposit	2.10
11/14/2025	Nicole Philyaw	Direct Deposit	154.70
11/14/2025	Nicole Philyaw	Direct Deposit	36.18
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	455.01
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	106.41
11/14/2025	JEN STRAUB	Direct Deposit	71.64
11/14/2025	JEN STRAUB	Direct Deposit	16.76
11/14/2025	Ariel Davenport	Direct Deposit	110.06
11/14/2025	Ariel Davenport	Direct Deposit	25.75
11/14/2025	LILYA GARCIA	Direct Deposit	126.03
11/14/2025	LILYA GARCIA	Direct Deposit	29.47
11/14/2025	Kerrie Peters	Direct Deposit	134.54
11/14/2025	Kerrie Peters	Direct Deposit	31.47
11/14/2025	Sophie Kish	Direct Deposit	97.38
11/14/2025	Sophie Kish	Direct Deposit	22.78
11/14/2025	Demetris Lambert	Direct Deposit	99.39
11/14/2025	Demetris Lambert	Direct Deposit	23.24
11/14/2025	Phyllis McCoy	Direct Deposit	104.79
11/14/2025	Phyllis McCoy	Direct Deposit	24.51
11/14/2025	Yvonne Miller	Direct Deposit	152.18
11/14/2025	Yvonne Miller	Direct Deposit	35.59
11/14/2025	MARTEL MILLER	Direct Deposit	124.72
11/14/2025	MARTEL MILLER	Direct Deposit	29.17
11/14/2025	Queennette Odudu	Direct Deposit	120.68
11/14/2025	Queennette Odudu	Direct Deposit	28.22
11/14/2025	Boyd Porter-Reynolds.	Direct Deposit	104.01
11/14/2025	Boyd Porter-Reynolds.	Direct Deposit	24.33
11/14/2025	Marco Price_	Direct Deposit	138.06
11/14/2025	Marco Price_	Direct Deposit	32.28

Cunningham Township
Bills and Payroll
November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
11/14/2025	Selkey Regibeau-Rockett	Direct Deposit	107.49
11/14/2025	Selkey Regibeau-Rockett	Direct Deposit	25.13
11/14/2025	Brittany Tuten	Direct Deposit	119.23
11/14/2025	Brittany Tuten	Direct Deposit	27.88
11/14/2025	Susan Davis	Direct Deposit	104.75
11/14/2025	Susan Davis	Direct Deposit	24.49
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	113.57
11/14/2025	ShayLa-Kinyon Bass-Briggs	Direct Deposit	26.56
11/14/2025	Chester Jia	Direct Deposit	36.81
11/14/2025	Chester Jia	Direct Deposit	8.61
11/14/2025	Elsie Krueger	Direct Deposit	53.77
11/14/2025	Elsie Krueger	Direct Deposit	12.58
11/14/2025	Sarah Nolley	Direct Deposit	62.98
11/14/2025	Sarah Nolley	Direct Deposit	14.72
11/14/2025	Damita Parsley_	Direct Deposit	18.99
11/14/2025	Damita Parsley_	Direct Deposit	4.44
11/14/2025	Ivana Owona	Direct Deposit	170.92
11/14/2025	Ivana Owona	Direct Deposit	39.97
11/14/2025	TANMAYSINGH R RAJPUT	Direct Deposit	130.20
11/14/2025	TANMAYSINGH R RAJPUT	Direct Deposit	30.45
11/14/2025	WAYNE T WILLIAMS	Direct Deposit	122.83
11/14/2025	WAYNE T WILLIAMS	Direct Deposit	28.73
11/14/2025	William Harris	Direct Deposit	80.60
11/14/2025	William Harris	Direct Deposit	18.85
11/14/2025	Melanie Sheckels	Direct Deposit	64.31
11/14/2025	Melanie Sheckels	Direct Deposit	15.04
11/20/2025	Chaundra Bishop	Direct Deposit	10.85
11/20/2025	Chaundra Bishop	Direct Deposit	2.54
11/20/2025	Christopher Evans	Direct Deposit	10.85
11/20/2025	Christopher Evans	Direct Deposit	2.54
11/20/2025	James Quisenberry	Direct Deposit	10.85
11/20/2025	James Quisenberry	Direct Deposit	2.54
11/20/2025	Jaya Kolisetty	Direct Deposit	10.85
11/20/2025	Jaya Kolisetty	Direct Deposit	2.54
11/20/2025	Maryalice Wu	Direct Deposit	10.85
11/20/2025	Maryalice Wu	Direct Deposit	2.54
11/20/2025	Phyllis Grace Wilken	Direct Deposit	10.85
11/20/2025	Phyllis Grace Wilken	Direct Deposit	2.54
11/20/2025	Shirese Hursey	Direct Deposit	10.85
11/20/2025	Shirese Hursey	Direct Deposit	2.54
11/28/2025	Ivana Owona	Direct Deposit	170.93
11/28/2025	Ivana Owona	Direct Deposit	39.98
11/28/2025	TANMAYSINGH R RAJPUT	Direct Deposit	130.20
11/28/2025	TANMAYSINGH R RAJPUT	Direct Deposit	30.45
11/28/2025	WAYNE T WILLIAMS	Direct Deposit	122.84
11/28/2025	WAYNE T WILLIAMS	Direct Deposit	28.73
11/28/2025	William Harris	Direct Deposit	80.60
11/28/2025	William Harris	Direct Deposit	18.85
11/28/2025	DANIELLE L. CHYNOWETH	Direct Deposit	194.37
11/28/2025	DANIELLE L. CHYNOWETH	Direct Deposit	45.46
11/28/2025	DARCY SANDEFUR	Direct Deposit	8.95
11/28/2025	DARCY SANDEFUR	Direct Deposit	2.09
11/28/2025	Nicole Philyaw	Direct Deposit	160.88
11/28/2025	Nicole Philyaw	Direct Deposit	37.62
11/28/2025	JEN STRAUB	Direct Deposit	66.41
11/28/2025	JEN STRAUB	Direct Deposit	15.53
11/28/2025	JEROME WHITE	Direct Deposit	22.03
11/28/2025	JEROME WHITE	Direct Deposit	5.15
11/28/2025	Ariel Davenport	Direct Deposit	100.97
11/28/2025	Ariel Davenport	Direct Deposit	23.61
11/28/2025	LILYIA GARCIA	Direct Deposit	123.26
11/28/2025	LILYIA GARCIA	Direct Deposit	28.83
11/28/2025	Kerrie Peters	Direct Deposit	139.10
11/28/2025	Kerrie Peters	Direct Deposit	32.53
11/28/2025	Sophie Kish	Direct Deposit	96.16
11/28/2025	Sophie Kish	Direct Deposit	22.48
11/28/2025	Demetris Lambert	Direct Deposit	98.96
11/28/2025	Demetris Lambert	Direct Deposit	23.15

Cunningham Township
Bills and Payroll
 November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
11/28/2025	Phyllis McCoy	Direct Deposit	106.78
11/28/2025	Phyllis McCoy	Direct Deposit	24.97
11/28/2025	Yvonne Miller	Direct Deposit	153.58
11/28/2025	Yvonne Miller	Direct Deposit	35.92
11/28/2025	MARTEL MILLER	Direct Deposit	140.10
11/28/2025	MARTEL MILLER	Direct Deposit	32.76
11/28/2025	Queenette Odudu	Direct Deposit	120.80
11/28/2025	Queenette Odudu	Direct Deposit	28.25
11/28/2025	Boyd Porter-Reynolds.	Direct Deposit	149.93
11/28/2025	Boyd Porter-Reynolds.	Direct Deposit	35.06
11/28/2025	Marco Price_	Direct Deposit	153.12
11/28/2025	Marco Price_	Direct Deposit	35.82
11/28/2025	Selkey Regibeau-Rockett	Direct Deposit	108.14
11/28/2025	Selkey Regibeau-Rockett	Direct Deposit	25.29
11/28/2025	Brittany Tuten	Direct Deposit	118.13
11/28/2025	Brittany Tuten	Direct Deposit	27.63
11/28/2025	Susan Davis	Direct Deposit	113.40
11/28/2025	Susan Davis	Direct Deposit	26.53
11/28/2025	Chester Jia	Direct Deposit	30.44
11/28/2025	Chester Jia	Direct Deposit	7.12
11/28/2025	Elsie Krueger	Direct Deposit	56.82
11/28/2025	Elsie Krueger	Direct Deposit	13.29
11/28/2025	Sarah Nolley	Direct Deposit	58.91
11/28/2025	Sarah Nolley	Direct Deposit	13.78
11/28/2025	Damita Parsley_	Direct Deposit	40.83
11/28/2025	Damita Parsley_	Direct Deposit	9.55
11/28/2025	Melanie Sheckels	Direct Deposit	62.98
11/28/2025	Melanie Sheckels	Direct Deposit	14.73
11/30/2025	Selkey Regibeau-Rockett	Class HOME RRH Fringe 25% November	-66.51
11/30/2025	Selkey Regibeau-Rockett	Class HOME RRH Fringe 25% November	66.51
11/30/2025	Selkey Regibeau-Rockett	Class ETH Fringe 25% November	-66.51
11/30/2025	Selkey Regibeau-Rockett	Class ETH Fringe 25% November	66.51
11/30/2025	ShayLa-Kinyon Bass-Briggs	Class ETH Fringe 25% November	-35.03
11/30/2025	ShayLa-Kinyon Bass-Briggs	Class ETH Fringe 25% November	35.03
Total 6060 · FICA			7,882.65
6070 · UNEMPLOYMENT COMP INS			
11/14/2025	Boyd Porter-Reynolds.	Direct Deposit	0.17
11/14/2025	Chester Jia	Direct Deposit	5.64
11/14/2025	Elsie Krueger	Direct Deposit	8.24
11/14/2025	Sarah Nolley	Direct Deposit	9.65
11/14/2025	Damita Parsley_	Direct Deposit	2.91
11/14/2025	Melanie Sheckels	Direct Deposit	9.85
11/28/2025	JEROME WHITE	Direct Deposit	3.38
11/28/2025	Chester Jia	Direct Deposit	4.66
11/28/2025	Elsie Krueger	Direct Deposit	8.71
11/28/2025	Sarah Nolley	Direct Deposit	9.03
11/28/2025	Damita Parsley_	Direct Deposit	6.26
11/28/2025	Melanie Sheckels	Direct Deposit	9.66
Total 6070 · UNEMPLOYMENT COMP INS			78.16
Total 6030 · PERSONNEL OTHER EXPENSES			29,721.18
6100 · ADMINISTRATION			
6110 · Training / Travel			
11/06/2025	Nicole Philyaw_V	Reimbursement - IGFOA Workshop Fee	75.00
11/06/2025	Nicole Philyaw_V	Reimbursement - Mileage	120.96
11/06/2025	Nicole Philyaw_V	Reimbursement - Working Lunch SD	31.62
11/06/2025	KERRIE PETERS.	Reimburse Travel	262.92
11/06/2025	KERRIE PETERS.	Per Diem 10/22-10/24	103.00
11/18/2025	Independent Media Center	Space Rental for 11/18-12/18 Careers In Motion	180.00
Total 6110 · Training / Travel			773.50
6210 · Legal			
11/20/2025	O DELSON, MURPHEY, FRAZIER &...	Legal services October	165.00
11/20/2025	O DELSON, MURPHEY, FRAZIER &...	Legal services October	165.00

Cunningham Township
Bills and Payroll
November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
11/20/2025	ODELSON, MURPHEY, FRAZIER &...	Legal services October	165.00
	Total 6210 · Legal		495.00
	6215 · Admin Services		
11/10/2025	Dropbox Sign - hellosign	signature software	20.00
11/14/2025	MAYA BAUER	Special Projects Consultant	902.00
11/17/2025	INDEED	Monthly Standard Subscription	120.00
11/18/2025	BUSEY BANK	Account Analysis Charge	36.38
11/18/2025	BUSEY BANK	Account Analysis Charge	36.38
11/18/2025	BUSEY BANK	Account Analysis Charge	36.39
11/24/2025	INDEED	Monthly Standard Subscription	-120.00
	Total 6215 · Admin Services		1,031.15
	6220 · Audit Services		
11/25/2025	Lauterbach & Amen, LLP	FY25 Audit Progress Billing	8,500.00
	Total 6220 · Audit Services		8,500.00
	6240 · Computer Service/Software		
11/05/2025	Built for Teams	Time-keeping software	50.00
11/06/2025	MICRO SYSTEMS INT	Domain Renewal cunninghamtownship.org	19.50
11/06/2025	MICRO SYSTEMS INT	Domain Renewal cunninghamtownship.org	19.50
11/19/2025	Microsoft	MSFT 365	72.00
11/19/2025	Microsoft	MSFT 365	72.00
11/19/2025	Microsoft	MSFT 365	74.94
11/19/2025	Microsoft	MSFT 365	74.93
11/24/2025	Mailchimp	Email Platform Subscription	51.00
11/24/2025	Mailchimp	Email Platform Subscription	51.00
12/02/2025	GOOGLE	Google Workspace	211.20
12/03/2025	INTUIT	Quickbooks Time	20.00
12/03/2025	INTUIT	Quickbooks Time	192.00
12/04/2025	MICRO SYSTEMS INT	Monthly Support Nov	100.00
12/04/2025	MICRO SYSTEMS INT	Monthly Support Nov	100.00
12/04/2025	MICRO SYSTEMS INT	Anti Virus Renewal	240.00
12/04/2025	MICRO SYSTEMS INT	Anti Virus Renewal	240.00
	Total 6240 · Computer Service/Software		1,588.07
	6270 · Appraisals		
11/25/2025	WEBSTER & ASSOCIATES, INC	Appraisal	3,000.00
	Total 6270 · Appraisals		3,000.00
	6283 · Janitorial		
11/13/2025	JJB Cleaning LLC	Office Cleaning	325.00
11/13/2025	JJB Cleaning LLC	Office Cleaning	325.00
11/13/2025	JJB Cleaning LLC	Office Cleaning	200.00
	Total 6283 · Janitorial		850.00
	6310 · Supplies		
11/06/2025	WALMART	Food Supplies Hunger Relief Station	191.12
11/12/2025	SAMS CLUB #8197	Supplies	95.90
11/12/2025	SAMS CLUB #8197	Supplies	95.90
11/12/2025	Amazon	Office Supplies TN	8.95
11/17/2025	MENARDS	Program Supplies (WBI)	449.90
11/17/2025	Seating and More	Office Supplies - Tables	100.00
11/21/2025	WALMART	Office supplies	41.25
11/24/2025	Amazon	Office Supplies DC/NP	31.02
11/24/2025	Amazon	Office Supplies SD/KP	31.02
11/25/2025	Amazon	Office Supplies CMC	65.99
11/25/2025	Amazon	Office Supplies CMC	25.48
11/25/2025	Amazon	Office Supplies CMC	118.44
11/26/2025	Amazon	Office Supplies CMC	93.87
12/01/2025	Rural King	Street Outreach Supplies	16.38
12/04/2025	WALMART	Office supplies	17.94
	Total 6310 · Supplies		1,383.16

Cunningham Township
Bills and Payroll
November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
6350 · Printing / Publishing			
11/06/2025	Champaign Multimedia Group	Publishing - Truth in Taxation	461.69
11/06/2025	Watts Copy Systems	Printing charges	72.61
11/06/2025	Watts Copy Systems	Printing charges	72.61
11/06/2025	Watts Copy Systems	Printing charges	9.78
11/06/2025	Watts Copy Systems	Printing charges	9.77
12/04/2025	Watts Copy Systems	Printing charges	107.36
12/04/2025	Watts Copy Systems	Printing charges	107.35
12/04/2025	Watts Copy Systems	Printing charges	19.46
12/04/2025	Watts Copy Systems	Printing charges	19.45
Total 6350 · Printing / Publishing			880.08
6411 · Equipment Purchase			
11/06/2025	MICRO SYSTEMS INT	Computer Dock-111 NP	229.00
11/06/2025	Watts Copy Systems	Copier lease	43.73
11/06/2025	Watts Copy Systems	Copier lease	43.72
11/06/2025	Watts Copy Systems	Copier lease	52.76
11/06/2025	Watts Copy Systems	Copier lease	52.75
11/19/2025	Amazon	WBI Supplies	459.99
12/03/2025	Reolink	Monthly SIM Plan for WIB Cameras	19.17
12/03/2025	Reolink	Monthly SIM Plan for WIB Cameras	19.17
12/04/2025	Watts Copy Systems	Copier lease	43.73
12/04/2025	Watts Copy Systems	Copier lease	43.72
12/04/2025	Watts Copy Systems	Copier lease	52.76
12/04/2025	Watts Copy Systems	Copier lease	52.75
Total 6411 · Equipment Purchase			1,113.25
6420 · Bldg Repairs/Maintenance			
6421 · Bldg Repairs / Maint			
11/06/2025	SEALTITE INSULATION INC	Concrete Lift Sidewalk @ 208 Cali	1,752.00
11/06/2025	AMERICAN PEST CONTROL INC.	Pest Control Service Inside Oct	45.00
11/06/2025	AMERICAN PEST CONTROL INC.	Pest Control Service Inside Oct	45.00
11/10/2025	Home Depot	FH 208 Wash/Dry Project Supplies	548.00
11/10/2025	Home Depot	FH 208 Wash/Dry Project Supplies	37.70
11/13/2025	AMERICAN PEST CONTROL INC.	Pest Control Service Inside Nov	45.00
11/13/2025	AMERICAN PEST CONTROL INC.	Pest Control Service Inside Nov	45.00
11/13/2025	ALEX LANDSCAPING	Garbage Pick-up	100.00
11/13/2025	JJB Cleaning LLC	ETH Apartment Cleaning	300.00
11/17/2025	MENARDS	FH Repair supplies	54.44
11/20/2025	PEACE OF MIND PLUMBING	Phase 1 Washer & Dryer Project - 208-2 ETH R/P F...	1,723.50
11/20/2025	PEACE OF MIND PLUMBING	Plumbing Repair - Kitchen Sink 206-6	310.00
11/25/2025	AMERICAN PEST CONTROL INC.	Pest Control Service Nov	15.00
11/25/2025	AMERICAN PEST CONTROL INC.	Pest Control Service Nov	15.00
11/25/2025	AMERICAN PEST CONTROL INC.	Pest Control Service WBI Initial Charge	125.00
11/30/2025	Amazon	Security Supplies	119.99
Total 6421 · Bldg Repairs / Maint			5,280.63
Total 6420 · Bldg Repairs/Maintenance			5,280.63
6429 · Property Acquisition/Rent			
11/13/2025	The New Lincoln Square LLC	Office space rent 2025 10/18-11/17	200.00
11/13/2025	The New Lincoln Square LLC	Office space rent 2025 10/18-11/17	200.00
11/18/2025	The New Lincoln Square LLC	Suite 154C rent Nov 2025	563.50
11/18/2025	The New Lincoln Square LLC	Suite 154C rent Nov 2025	563.50
11/18/2025	The New Lincoln Square LLC	Suite 154C rent Nov 2025	1,300.00
11/18/2025	The New Lincoln Square LLC	Suite 154C rent Nov 2025	1,300.00
11/25/2025	BECKETT PROPERTY TRUST	Office space rent 2025 Dec expanded space	1,731.25
11/25/2025	BECKETT PROPERTY TRUST	Office space rent 2025 Dec expanded space	1,731.25
12/03/2025	PROMETHEUS PARTNERS LLC	Rent for WBI Program @ Armory Nov PR/Dec 2025	4,933.38
12/04/2025	The New Lincoln Square LLC	2026 rent Assessors office Jan - June	6,300.00
Total 6429 · Property Acquisition/Rent			18,822.88
6430 · Utilities			
11/13/2025	The New Lincoln Square LLC	Utilities Assessor's office Sep-Oct	174.61
11/13/2025	The New Lincoln Square LLC	Utilities Assessor's office Sep-Oct	19.49
11/14/2025	U-C SANITARY DISTRICT	205 W Green 6836988	25.50

Cunningham Township
Bills and Payroll
November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
11/14/2025	U-C SANITARY DISTRICT	205 W Green 6836988	25.49
11/14/2025	I3 Broadband	Internet	82.47
11/14/2025	I3 Broadband	Internet	82.47
11/17/2025	IL AMERICAN WATER CO	CTSO Water	37.50
11/17/2025	IL AMERICAN WATER CO	CTSO Water	37.49
11/17/2025	IL AMERICAN WATER CO	Wood Street	54.41
11/17/2025	Mint Mobile	Case manager phone - 3 month SK	81.57
11/18/2025	Mint Mobile	Case manager phone - 3 month MS	81.57
11/24/2025	AMEREN ILLINOIS	205 W Green	228.03
11/24/2025	AMEREN ILLINOIS	205 W Green	228.02
12/01/2025	VOLO	Internet	49.95
12/01/2025	VOLO	Internet	219.89
12/01/2025	VOLO	Internet	512.18
12/02/2025	Fax.Plus	Fax Service	17.99
12/02/2025	OOMA INC	Phone Service	197.49
12/02/2025	OOMA INC	Phone Service	197.49
12/02/2025	OOMA INC	Phone Service	197.50
Total 6430 · Utilities			2,551.11
6520 · Vehicle Maintenance			
11/07/2025	NAPLETON'S URBANA IMPORTS	SO Van - Regular Maintenance	123.63
11/10/2025	QUIKTRIP	Fuel for Street Outreach Van	42.00
11/13/2025	CIRCLE K	Fuel for Street Outreach Car	20.00
11/19/2025	QUIKTRIP	Fuel for Street Outreach Van	47.01
11/30/2025	QUIKTRIP	Fuel for Street Outreach Van	61.98
12/02/2025	QUIKTRIP	Fuel for Street Outreach Van	36.89
Total 6520 · Vehicle Maintenance			331.51
6522 · Misc Expenses			
11/12/2025	Hinckley Springs	Water Cooler x 2	56.21
11/12/2025	Hinckley Springs	Water Cooler x 2	56.20
11/25/2025	IMRF	Late fee	25.00
Total 6522 · Misc Expenses			137.41
Total 6100 · ADMINISTRATION			46,737.75
6700 · PROGRAMS			
6799 · Other Assistance			
6795 · Intern/Volunteer Program			
11/14/2025	Chester Jia	Direct Deposit	593.70
11/14/2025	Elsie Krueger	Direct Deposit	867.30
11/14/2025	Sarah Nolley	Direct Deposit	1,015.80
11/14/2025	Damita Parsley_	Direct Deposit	306.30
11/14/2025	Melanie Sheckels	Direct Deposit	1,037.25
11/28/2025	Chester Jia	Direct Deposit	490.95
11/28/2025	Elsie Krueger	Direct Deposit	916.50
11/28/2025	Sarah Nolley	Direct Deposit	950.25
11/28/2025	Damita Parsley_	Direct Deposit	658.50
11/28/2025	Melanie Sheckels	Direct Deposit	1,015.95
Total 6795 · Intern/Volunteer Program			7,852.50
6797 · Event Expenses			
11/07/2025	URBANA PARK DISTRICT	Anita Purvis Rental	187.50
11/21/2025	WALMART	Event Supplies	118.32
11/21/2025	Costco	Event Supplies	250.36
Total 6797 · Event Expenses			556.18
Total 6799 · Other Assistance			8,408.68
Total 6700 · PROGRAMS			8,408.68
Total Expense			181,713.76
Net Ordinary Income			-57,522.19

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Cash Basis

Cunningham Township
Bills and Payroll
November 5 through December 4, 2025

<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Paid Amount</u>
Net Income			<u><u>-57,522.19</u></u>

Cunningham Township
General Assistance Personal Allowances
 November 5 through December 4, 2025

Date	Memo	Paid Amount
11/25/2025	Housing First SH Dec	118.00
11/25/2025	Housing First RH Dec	128.00
11/25/2025	Housing First RR Dec	150.00
11/25/2025	Housing First FT Dec	118.00
11/25/2025	Housing First FW Dec	118.00
11/25/2025	Housing First HA Dec	178.50
11/25/2025	Housing First VA Dec	100.00
11/25/2025	Housing First TB Dec	100.00
11/25/2025	Housing First PG Dec	100.00
11/25/2025	Housing First DH Dec	100.00
11/25/2025	Housing First GJ Dec	187.00
11/25/2025	Housing First RS Dec	38.00
11/25/2025	Housing First GS Dec	100.00
	Total 6726 · Housing Allow. (GA) Vendor Pay	1,535.50
	6727 · GA Employment / Education	
11/17/2025	Interim 10/22/25-11/30/25 GA	562.10
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
12/01/2025	12/1/25-12/31/25 GA	425.00
	Total 6727 · GA Employment / Education	7,787.10
	Total 6720 · General Assistance	33,119.00
	Total 6700 · PROGRAMS	33,119.00
	Total Expense	33,119.00
	Net Ordinary Income	-33,119.00
	Net Income	-33,119.00

Cunningham Township Additional Assistance November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
Ordinary Income/Expense			
Expense			
6700 · PROGRAMS			
6730 · Housing Assistance			
6732 · RA Homeless Prevention			
11/05/2025	GREEN STREET REA...	RA Arrears CB split fund	703.64
11/05/2025	GREEN STREET REA...	RA Arrears CB split fund	191.89
11/06/2025	TOWN & COUNTRY A...	RA Arrears DT	1,085.25
11/06/2025	TOWN & COUNTRY A...	RA Arrears KP	887.16
11/06/2025	CARL AND JANE HILL	RA Arrears AH	1,025.00
11/07/2025	ASPEN COURT	RA Arrears+Nov CC (HNSS)	1,028.00
11/10/2025	PRAIRIE GREEN II	RA Arrears TR	1,022.00
11/10/2025	JSJ Property Managem...	RA Arrears NO	1,580.00
11/12/2025	CU PROPERTY MANA...	RA Arrears AW	2,400.00
11/12/2025	GEFEN PROPERTY G...	RA Arrears VS	915.25
11/12/2025	CRYSTAL VIEW TOW...	RA Arrears DB	829.97
11/14/2025	ASPEN COURT	Arrears Payment for EH Client BH	871.00
11/17/2025	ONYX	RA Arrears CH	1,864.70
11/17/2025	WEINER COMPANIES,...	RA Arrears JW	655.00
11/19/2025	LI PARKSIDE APARTM...	RA Arrears SS	1,112.67
11/19/2025	URBANA ESTATES	RA Arrears TS	945.00
11/20/2025	PRAIRIE WINDS OF U...	RA Arrears FD	1,734.00
11/25/2025	HAMILTON ON THE P...	RA Arrears KP	1,000.02
11/25/2025	TOWN & COUNTRY A...	RA Arrears NT	1,266.75
11/25/2025	THE WHITNEY APART...	RA Arrears EP	1,358.70
11/25/2025	TOWN & COUNTRY A...	RA Arrears JJ	676.59
11/25/2025	NEVES GROUP	RA Arrears DW	1,296.25
11/25/2025	RAMSHAW REAL EST...	RA Arrears AH	1,359.75
11/25/2025	TOWN & COUNTRY A...	RA Arrears AM	1,235.98
11/25/2025	THE LINC	RA Arrears TC	654.95
11/25/2025	CAPSTONE QUARTERS	RA Arrears DE	1,294.53
12/03/2025	RAMSHAW REAL EST...	RA Arrears BS	788.00
Total 6732 · RA Homeless Prevention			29,782.05
6733 · RA Move-in Assistance			
11/05/2025	TIMOTHY MUHAMMAD	* RA Move-In Rent MD	600.00
11/05/2025	TIMOTHY MUHAMMAD	* RA Move-In Security Deposit MD	1,200.00
11/05/2025	FLORIDA HOUSE APA...	RA Move-In Security Deposit BT	858.00
11/05/2025	FLORIDA HOUSE APA...	RA Move-In Rent BT	762.00
11/12/2025	PRAIRIE GREEN I	* RA Move-In Rent LF	361.67
11/12/2025	PRAIRIE GREEN I	* RA Move-In Security Deposit LF	775.00
11/14/2025	CRESTVIEW APARTM...	RA Move-In Rent TM	99.00
11/14/2025	CRESTVIEW APARTM...	RA Move-In Security Deposit TM	500.00
11/17/2025	TOWN & COUNTRY A...	RA Move-In Rent WJ	62.00
11/17/2025	TOWN & COUNTRY A...	RA Move-In Security Deposit WJ	839.00
11/25/2025	FLORIDA HOUSE APA...	RA Move-In Rent HM	191.00
11/25/2025	FLORIDA HOUSE APA...	RA Move-In Security Deposit HM	287.00
11/25/2025	TIMOTHY MUHAMMAD	RA Move-In Rent JM	550.00
11/25/2025	TIMOTHY MUHAMMAD	RA Move-In Security Deposit JM	1,100.00
Total 6733 · RA Move-in Assistance			8,184.67
6734 · Tenant Based Rent Assist			
11/10/2025	URBANA ESTATES	RRH Rent TD Nov Add Payment	846.21
11/20/2025	D & D APARTMENT R...	RRH Move-In Rent NB Nov PR + Dec	1,233.33
11/20/2025	D & D APARTMENT R...	RRH Move-In Security Deposit NB	1,000.00
11/25/2025	HIGHLAND GREEN, LLC	RRH Rent LA Dec	1,141.00
11/25/2025	URBANA ESTATES	RRH Rent TD Dec	900.00
11/25/2025	MATTIS NORTH APAR...	RRH Rent LG Dec	296.00
11/25/2025	MATTIS NORTH APAR...	RRH Rent MJ Dec	505.00
11/25/2025	RYAN KELSEY	RRH Rent NH Dec	788.00
Total 6734 · Tenant Based Rent Assist			6,709.54
6735 · Emergency Housing Hotels			
11/06/2025	RED ROOF INN	1401 Emergency hotel housing BR 10/22-11/4	700.00
11/06/2025	RED ROOF INN	Emergency hotel housing WS 10/22-11/4	700.00
11/06/2025	RED ROOF INN	Emergency hotel housing KR 10/24-10/27	150.00

Cunningham Township
Additional Assistance
November 5 through December 4, 2025

Date	Name	Memo	Paid Amount
11/06/2025	RED ROOF INN	Emergency hotel housing EM 10/31-11/2	150.00
11/13/2025	RODEWAY INN	Emergency hotel housing TB 10/7-10/9	165.00
11/13/2025	RODEWAY INN	Emergency hotel housing DC 10/7-11/5	1,650.00
11/13/2025	RODEWAY INN	Emergency hotel housing TB 10/7-11/5	1,650.00
11/13/2025	RODEWAY INN	Emergency hotel housing MF 10/7-11/5	1,650.00
11/13/2025	RED ROOF INN	1401 Emergency hotel housing DM 10/27-11/...	700.00
11/13/2025	RED ROOF INN	Emergency hotel housing PE 9/30-10/6	350.00
11/13/2025	RED ROOF INN	Emergency hotel housing PE 10/7-10/20	700.00
11/13/2025	RED ROOF INN	Emergency hotel housing PE 10/21-11/3	700.00
11/13/2025	RED ROOF INN	1401 Emergency hotel housing BH 10/27-11/9	700.00
11/13/2025	RED ROOF INN	Emergency hotel housing PE 9/24	50.00
11/20/2025	RED ROOF INN	Emergency hotel housing WS 11/5-11/18	700.00
11/20/2025	RED ROOF INN	1401 Emergency hotel housing BR 11/5-11/18	700.00
11/20/2025	RED ROOF INN	Emergency hotel housing PE 11/4-11/17	700.00
11/20/2025	RED ROOF INN	Emergency hotel housing CC 11/10-11/16	350.00
12/04/2025	RED ROOF INN	1401 Emergency hotel housing DM 11/10-11/...	700.00
12/04/2025	RED ROOF INN	1401 Emergency hotel housing BR 11/19-12/2	700.00
12/04/2025	RED ROOF INN	1401 Emergency hotel housing BH 11/10-11/23	700.00
12/04/2025	RED ROOF INN	Emergency hotel housing WS 11/19-12/2	700.00
Total 6735 · Emergency Housing Hotels			15,265.00
Total 6730 · Housing Assistance			59,941.26
6799 · Other Assistance			
6728 · Outside Services			
11/06/2025	ASPEN COURT	Rental App Fee for HNSS Client LW	18.00
11/06/2025	PROPRIO LS, LLC	Translation Services	12.39
11/06/2025	BEN MUELLER	Reimbursement Mileage, Toll	198.20
11/06/2025	BEN MUELLER	Reimbursement Food BM	11.79
11/10/2025	OLIVE GROVE	Rental App Fee for HNSS Client QG	155.93
11/10/2025	TOWN & COUNTRY A...	Rental App Fee EH Client KR	51.75
11/10/2025	TOWN & COUNTRY A...	Rental App Fee EH Client TB	51.75
11/12/2025	NEVES GROUP	Rental App Fee EH Client DC	50.00
11/12/2025	TOWN & COUNTRY A...	Rental App Fee EH Client DC	51.75
11/13/2025	Elliott Counseling Group	Counseling Services for ETH partipants	200.00
11/13/2025	U-Haul	Storage Unit Payment RRH ESG Client PE	182.89
11/13/2025	U-Haul	Storage Unit Payment SO Client MW	99.95
11/14/2025	BEN MUELLER	Assistance for clients	1,368.00
11/14/2025	JSJ Property Managem...	Rental App Fee EH Client BH	45.00
11/17/2025	TOWN & COUNTRY A...	Rental App Fee CARES Client TS	51.75
11/18/2025	CRESTVIEW APARTM...	Rental app fee for client DC	39.00
11/21/2025	FAIRLAWN REAL EST...	Rental App Fee EH Client BH	50.00
11/21/2025	TOWN & COUNTRY A...	Rental App Fee + Admin Fee EH Client TB	207.00
11/24/2025	CU PROPERTY MANA...	Rental App Fee EH Client BH	52.00
11/24/2025	VitalChek	Vital Document Fee for CMC Client CT	88.50
11/26/2025	VitalChek	Vital Document Fee for HNSS Client SA	107.00
11/26/2025	VitalChek	Vital Document Fee for HNSS Client SA	52.00
12/01/2025	FRIEND IN ME CORP	WBI Program Case Management - Month 1	30,000.00
12/02/2025	HIGHLAND GREEN, LLC	Rental app fee for client DG	25.00
Total 6728 · Outside Services			33,169.65
6729 · Transportation Assistance			
11/06/2025	Uber	Ride for RRH Participant LG	8.62
11/06/2025	P.A.T.S. Prevention	PTS Services for RRH HOME Client MDJ	103.00
11/07/2025	Uber	Ride for RRH Participant LG	9.52
11/10/2025	Uber	Ride for RRH Participant LG	9.74
11/12/2025	Leman CJDR Champaign	Auto Repair RRH Client TD	330.93
11/13/2025	MTD	Annual Bus Pass for Client JT/SA (HNSS)	120.00
11/13/2025	MTD	Annual Bus Pass for Client CT (GA)	60.00
11/13/2025	MTD	Annual Bus Pass for Client DB (GA)	60.00
11/13/2025	MTD	Annual Bus Pass for Client JB (GA)	60.00
11/13/2025	MTD	Annual Bus Pass for Client SH (GA)	60.00
11/14/2025	MTD	Bus Tokens	370.00
Total 6729 · Transportation Assistance			1,191.81
6736 · Homeless Supplies			

Cunningham Township
Additional Assistance
November 5 through December 4, 2025

<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Paid Amount</u>
11/12/2025	FARM & FLEET	Street Outreach Supplies	29.99
11/14/2025	Bags In Bulk	Street Outreach Supplies	480.00
11/14/2025	R & R's Laundry & Dry ...	Street Outreach Supplies	15.53
11/14/2025	Bags In Bulk	Street Outreach Supplies	345.00
11/16/2025	Amazon	WBI Supplies	94.02
11/17/2025	Seating and More	WBI Supplies - Chairs	500.00
11/18/2025	Amazon	Street Outreach Supplies	266.70
11/18/2025	WALMART	WBI Supplies	43.76
11/20/2025	WALMART	Street Outreach Supplies TE	34.48
11/20/2025	WALMART	WBI Supplies	368.94
11/21/2025	Amazon	WBI Supplies	18.99
11/21/2025	Amazon	WBI Supplies	518.50
11/21/2025	Amazon	WBI Supplies	143.99
11/24/2025	Amazon	WBI Supplies	94.67
11/25/2025	WALMART	WBI Program Supplies QL	39.44
11/29/2025	WALMART	WBI Program Supplies	130.90
11/29/2025	Rural King	Street Outreach Supplies	23.48
Total 6736 · Homeless Supplies			3,148.39
6737 · Program Supplies - Other			
11/06/2025	BEN MUELLER	Reimbursement Phone Card, Passport Photo...	52.14
11/06/2025	WALMART	RRH Household Supplies JK	70.87
11/07/2025	WALMART	RRH Household Supplies LG	112.13
11/07/2025	WALMART	RRH Household Supplies BE	71.46
11/07/2025	WALMART	Sharing Table Supplies	266.71
11/10/2025	WALMART	RRH Household Supplies LA	80.52
11/10/2025	WALMART	RRH Household Supplies NH	62.31
11/12/2025	Amazon	RRH Participant Program Supplies MJ	74.99
11/12/2025	WALMART	Family Housing Supplies	31.49
11/12/2025	WALMART	RRH Household Supplies KW	91.76
11/12/2025	WALMART	RRH Household Supplies MJ	107.74
11/17/2025	Amazon	FH Supplies	51.60
11/18/2025	Amazon	GA Program Supplies DG	71.67
11/21/2025	WALMART	EH Gift Cards MF	30.00
11/25/2025	Amazon	FH Supplies MF	53.25
11/25/2025	Salt and Light	ETH Client Assistance - Housewarming progr...	750.00
11/25/2025	Salt and Light	ETH Client Assistance - Housewarming progr...	500.00
11/28/2025	Salt and Light	Housewarming ESG RRH Client TS	250.00
11/29/2025	Amazon	Office Supplies NP	19.79
12/03/2025	CASH	Quarters for laundry for ETH participants	500.00
12/04/2025	WALMART	CMC Supplies KK	49.96
12/04/2025	WALMART	RRH Household Supplies MDJ	63.16
12/04/2025	WALMART	Family Housing Supplies KG	102.79
Total 6737 · Program Supplies - Other			3,464.34
6738 · Food Assistance			
11/06/2025	BEN MUELLER	Reimbursement Food MF	11.79
11/06/2025	Burger King	Street outreach food	8.69
11/06/2025	WALMART	RRH Food Supplies JK	135.27
11/07/2025	WALMART	RRH Food Supplies LG	20.74
11/07/2025	WALMART	RRH Food Supplies BE	135.55
11/10/2025	Meijer	Food Gift Cert for client MF	150.00
11/10/2025	WALMART	RRH Food Supplies LA	122.79
11/10/2025	WALMART	RRH Food Supplies NH	140.00
11/12/2025	WALMART	RRH Food Supplies KW	111.75
11/12/2025	WALMART	RRH Food Supplies MJ	96.40
11/13/2025	WALMART	Family Housing Food Supplies SNAP support	400.00
11/13/2025	WALMART	Family Housing Food Supplies SNAP support	600.00
11/17/2025	WALMART	Family Housing Food Supplies DB	195.32
11/20/2025	WALMART	Family Housing Food Supplies SA	209.73
11/21/2025	Meijer	Food Gift Cert for client MF	150.00
11/25/2025		Rounding adjustment	-0.02
11/25/2025		Rounding adjustment	0.02
11/28/2025	WALMART	RRH Food Supplies MJ	15.77
12/01/2025	Gordon Food Service	WBI Food Supplies	221.85
12/01/2025	WALMART	Family Housing Food Supplies SA	219.67

Cunningham Township
Additional Assistance
November 5 through December 4, 2025

<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Paid Amount</u>
12/04/2025	WALMART	RRH Food Supplies MDJ	142.14
	Total 6738 · Food Assistance		3,087.46
	6739 · Program Utilities		
11/05/2025	AMEREN ILLINOIS	Utility payment for RRH client MJ	77.01
11/06/2025	IL AMERICAN WATER ...	Utility payment for RRH client JK	288.14
11/13/2025	AMEREN ILLINOIS	Utility payment for RRH ESG Client DG	120.05
11/13/2025	AMEREN ILLINOIS	Utility payment for RRH Client NH	139.96
11/14/2025	U-C SANITARY DISTRI...	206 E California 68839159	221.99
11/14/2025	U-C SANITARY DISTRI...	208 E California 6839160	144.38
11/20/2025	AMEREN ILLINOIS	Utility payment for RRH Client LG	138.70
11/21/2025	IL AMERICAN WATER ...	Utility payment for RRH client YG	97.70
11/21/2025	IL AMERICAN WATER ...	Utility payment for RRH Client LG	39.46
11/21/2025	GFL Environmental	Trash service California properties Nov	207.66
11/24/2025	AMEREN ILLINOIS	206 E California #1	282.17
11/24/2025	AMEREN ILLINOIS	206 E California #2	188.07
11/24/2025	AMEREN ILLINOIS	206 E California #3	225.98
11/24/2025	AMEREN ILLINOIS	206 E California #4	202.41
11/24/2025	AMEREN ILLINOIS	208 E California #2	225.57
11/24/2025	AMEREN ILLINOIS	208 E California #4	180.34
11/25/2025	AMEREN ILLINOIS	208 E California #1	349.26
11/25/2025	AMEREN ILLINOIS	208 E California #3	62.70
11/25/2025	AMEREN ILLINOIS	Utility payment for RRH client AF	116.53
11/26/2025	Village of Rantoul	Utility payment for RRH Client BE	188.98
11/26/2025	IL AMERICAN WATER ...	Utility payment for RRH client KW	119.03
11/26/2025	AMEREN ILLINOIS	Utility payment for RRH Client MJ	185.00
11/26/2025	AMEREN ILLINOIS	Utility payment for RRH Client TD	155.49
12/01/2025	IL AMERICAN WATER ...	206 E California #1	16.52
12/01/2025	IL AMERICAN WATER ...	206 E California #2	10.63
12/01/2025	IL AMERICAN WATER ...	206 E California #4	6.72
12/01/2025	IL AMERICAN WATER ...	208 E California #3	1.81
12/01/2025	IL AMERICAN WATER ...	208 E California #1	22.41
	Total 6739 · Program Utilities		4,014.67
	6777 · Levy Utility Assistance		
11/05/2025	AMEREN ILLINOIS	Utility payment for client DD	291.10
11/06/2025	AMEREN ILLINOIS	Utility payment for client JM	330.31
11/06/2025	AMEREN ILLINOIS	Utility payment for client SM	339.08
11/06/2025	AMEREN ILLINOIS	Utility payment for client VB	350.00
11/07/2025	AMEREN ILLINOIS	Utility payment for client JW	164.54
11/07/2025	IL AMERICAN WATER ...	Utility payment for client JW	186.07
11/12/2025	AMEREN ILLINOIS	Utility payment for client DN	304.00
11/12/2025	AMEREN ILLINOIS	Utility payment for client EB	298.33
11/13/2025	AMEREN ILLINOIS	Utility payment for client MD	175.69
11/13/2025	IL AMERICAN WATER ...	Utility payment for client CM	250.61
11/13/2025	IL AMERICAN WATER ...	Utility payment for client OS	275.28
11/13/2025	IL AMERICAN WATER ...	Utility payment for client MS	150.84
11/14/2025	AMEREN ILLINOIS	Utility payment for client AB	253.00
11/14/2025	AMEREN ILLINOIS	Utility payment for client CC	2,373.47
11/17/2025	AMEREN ILLINOIS	Utility payment for client CB	348.50
11/18/2025	IL AMERICAN WATER ...	Utility payment for client PFE	203.25
11/18/2025	IL AMERICAN WATER ...	Utility payment for client RN	281.50
11/19/2025	AMEREN ILLINOIS	Utility payment for client JB	350.00
11/21/2025	AMEREN ILLINOIS	Utility payment for client JD	275.55
11/26/2025	IL AMERICAN WATER ...	Utility payment for client TC	187.81
12/02/2025	IL AMERICAN WATER ...	Utility payment for client SB	350.00
	Total 6777 · Levy Utility Assistance		7,738.93
	6797 · Event Expenses		
11/07/2025	URBANA PARK DISTR...	Anita Purvis Rental	187.50
11/21/2025	WALMART	Event Supplies	118.32
11/21/2025	Costco	Event Supplies	250.36
	Total 6797 · Event Expenses		556.18
	Total 6799 · Other Assistance		56,371.43

9:45 AM

01/08/26

Cash Basis

Cunningham Township
Additional Assistance
November 5 through December 4, 2025

<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Paid Amount</u>
	Total 6700 · PROGRAMS		<u>116,312.69</u>
	Total Expense		<u>116,312.69</u>
	Net Ordinary Income		<u>-116,312.69</u>
	Net Income		<u><u>-116,312.69</u></u>



December 12, 2025

Members of the Board of Trustees
Cunningham Township
Urbana, Illinois

We have audited the financial statements of the governmental activities and each major fund of the Cunningham Township (the Township), Illinois for the year ended June 30, 2025. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards (and, if applicable, *Government Auditing Standards* and the Uniform Guidance), as well as certain information related to the planned scope and timing of our audit. We have communicated such information to you in our engagement letter. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Township are described in the Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ended June 30, 2025. We noted no transactions entered into by the Township during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the governmental activities' financial statements are noted below.

Management's estimates of the:

- Depreciation expense on capital assets is based on estimated useful lives of the underlying capital assets

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Any material misstatements detected as a result of audit procedures were corrected by management.

Significant Audit Findings - Continued

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 12, 2025.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Township's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Township's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We were engaged to report on the other supplementary information and supplemental schedule, as listed in the table of contents, which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with the modified cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

Restrictions on Use

This information is intended solely for the use of the Board of Trustees and management of the Township and is not intended to be, and should not be, used by anyone other than these specified parties.

We wish to express our gratitude to the Board of Trustees and staff (in particular the Finance Department) of the Cunningham Township, Illinois for their valuable cooperation throughout the audit engagement.



INDEPENDENT AUDITOR'S REPORT ON SUPPLEMENTARY INFORMATION

December 12, 2025

Members of the Board of Trustees
Cunningham Township
Urbana, Illinois

We have audited the financial statements of the governmental activities and each major fund of the Cunningham Township (the Township), Illinois, as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Township's basic financial statements. We issued our report thereon dated December 12, 2025, which contained unmodified opinions on those financial statements.

Our audit was performed for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The Consolidated Year-End Financial Report is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Consolidated Year-End Financial Report is fairly stated in all material respects, in relation to the basic financial statements as a whole.

Lauterbach & Amen, LLP

LAUTERBACH & AMEN, LLP

CUNNINGHAM TOWNSHIP, ILLINOIS

**Consolidated Year-End Financial Report
For the Fiscal Year Ended June 30, 2025**

CSFA #	Program Name	State	Federal	Other	Total
444-80-0496	Emergency Solutions Grant Program (ESG)	\$ —	78,987	—	78,987
444-80-0656	Emergency and Transitional Housing Program	733,826	—	—	733,826
444-80-3212	Support Municipalities for Asylum Seeker Services	322,195	—	—	322,195
	Other Grant Programs and Activities	—	335,562	—	335,562
	Totals	<u>1,056,021</u>	<u>414,549</u>	<u>—</u>	<u>1,470,570</u>

CUNNINGHAM TOWNSHIP, ILLINOIS MANAGEMENT LETTER



FOR THE FISCAL YEAR ENDED
JUNE 30, 2025

200 West Green Street
Urbana, Illinois 61801
Phone: 217.384.4144
www.ctso.org



December 12, 2025

Board of Trustees
Cunningham Township
Urbana, Illinois

In planning and performing our audit of the financial statements of the Cunningham Township (the Township), Illinois, for the year ended June 30, 2025, we considered its internal control structure in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control structure.

We do not intend to imply that our audit failed to disclose commendable aspects of your system and structure. For your consideration, we herein submit our comments and suggestions which are designed to assist in effecting improvements in internal controls and procedures. Those less-significant matters, if any, which arose during the course of the audit, were reviewed with management as the audit field work progressed.

The accompanying comments and recommendations are intended solely for the information and use of the Board, Supervisor and management of the Cunningham Township, Illinois.

We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with various Township personnel. We would be pleased to discuss our comments and suggestions in further detail with you at your convenience, to perform any additional study of these matters, or to review the procedures necessary to bring about desirable changes.

We commend the finance department for the well prepared audit package and we appreciate the courtesy and assistance given to us by the entire Township staff.

Lauterbach & Amen, LLP
LAUTERBACH & AMEN, LLP

CURRENT RECOMMENDATION

1. IT SECURITY AWARENESS AND MONITORING OF EMERGING RISKS

Comment

Recently, we have noted the increasing importance of information technology (IT) security for Townships. While we did not identify a specific security breach during our auditing procedures, we have noted increased risks to Townships in the following areas of IT security:

- Ransomware and Phishing Attacks - Increasingly targeted at Townships due to limited IT staffing and valuable public data.
- Multi-Factor Authentication (MFA) - This is now considered a minimum standard of protection for access to email, financial systems and remote logins.
- Vendor and Third-Party Risk - Cloud service providers, software vendors, and contractors may present risks if not adequately monitored.
- Data Backup and Recovery - Secure, tested backups are critical to minimize downtime and financial loss in the event of an incident.
- Staff Awareness and Training - Many breaches in Township occur due to human error; regular training and simulated testing can help reduce exposure.

Recommendation

We recommend that the Township continue to increase awareness around IT security issues by:

- Engaging in ongoing monitoring or cyber security trends affecting Townships.
- Incorporating regular staff training on phishing and other social engineering tactics.
- Periodically reviewing policies for password strength, MFA, and incident response.
- Ensuring vendor contracts address security standards and data protection.
- Testing data backup and recover plans on at least an annual basis.

By increasing awareness and preparedness, the Township can reduce the likelihood of a security incident, protect sensitive constituent and financial data, and help to ensure continuity of operations.

Management Response

Management acknowledges this comment and will continue to monitor and strengthen IT security.

PRIOR RECOMMENDATION

1. **FUNDS OVER BUDGET**

Comment

Previously and during our current year-end audit procedures, we noted that the following fund had an excess of actual expenditures over budget for the fiscal year:

Fund	2024	2025
General Assistance	\$ 589	14,088

Recommendation

We recommended the Township investigate the cause of the fund over budget and adopt appropriate future funding measures.

Status

This has not been implemented and will be repeated in the future.

Management Response

Management acknowledges this comment and will work to correct it in the coming year.

UPCOMING GASB STANDARDS

1. **GASB STATEMENT NO. 103 FINANCIAL REPORTING MODEL IMPROVEMENTS**

In April 2024, the Governmental Accounting Standards Board (GASB) issued Statement No. 103, *Financial Reporting Model Improvements*, which establishes improvements to key components of the financial reporting model to enhance effectiveness in providing information that is essential for decision making and assessing a government's accountability. The Statement addresses application issues related to management's discussion and analysis, unusual or infrequent items, presentation of the proprietary fund statements of revenues, expenses, and changes in fund net position, major component unit information, and budgetary comparison information. GASB Statement No. 103, *Financial Reporting Model Improvements* is applicable to the Township's financial statements for the year ended June 30, 2026.

2. **GASB STATEMENT NO. 104 DISCLOSURE OF CERTAIN CAPITAL ASSETS**

In September 2024, the Governmental Accounting Standards Board (GASB) issued Statement No. 104, *Disclosure of Certain Capital Assets*, which provide users of government financial statements with essential information about certain types of capital assets. This statement establishes requirements for (1) Certain types of capital assets to be disclosed separately in the capital assets note disclosures, and (2) Capital assets held for sale, including additional disclosures for those capital assets. GASB Statement No. 104, *Disclosure of Certain Capital Assets* is applicable to the Township's financial statements for the year ended June 30, 2026.

CUNNINGHAM TOWNSHIP, ILLINOIS

ANNUAL FINANCIAL REPORT



FOR THE FISCAL YEAR ENDED
JUNE 30, 2025

200 West Green Street
Urbana, Illinois 61801
Phone: 217.384.4144
www.ctso.org

CUNNINGHAM TOWNSHIP, ILLINOIS

TABLE OF CONTENTS

PAGE

FINANCIAL SECTION

INDEPENDENT AUDITOR'S REPORT	1
MANAGEMENT'S DISCUSSION AND ANALYSIS	5
BASIC FINANCIAL STATEMENTS	
Government-Wide Financial Statements	
Statement of Net Position - Modified Cash Basis	12
Statement of Activities - Modified Cash Basis	13
Fund Financial Statements	
Balance Sheet - Governmental Funds - Modified Cash Basis	14
Reconciliation of Total Governmental Fund Balance to the Statement of Net Position - Governmental Activities - Modified Cash Basis	15
Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds - Modified Cash Basis	16
Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances to the Statement of Activities - Governmental Activities - Modified Cash Basis	17
Notes to Financial Statements	18
OTHER SUPPLEMENTARY INFORMATION	
Schedule of Employer Contributions - Last Ten Fiscal Years	
Illinois Municipal Retirement Fund	35
Schedule of Changes in the Employer's Net Pension Liability/(Asset) - Last Ten Measurement Years	
Illinois Municipal Retirement Fund	36
Schedule of Revenues, Expenditures and Changes in Fund Balance	
Budget and Actual - Modified Cash Basis	
Town Fund	38
Schedule of Expenditures - Budget and Actual - Modified Cash Basis	
Town Fund	39
Schedule of Revenues, Expenditures and Changes in Fund Balance	
Budget and Actual - Modified Cash Basis	
General Assistance - Special Revenue Fund	41
Schedule of Expenditures - Budget and Actual - Modified Cash Basis	
General Assistance Fund	42
SUPPLEMENTAL SCHEDULE	
Schedule of Assessed Valuations, Tax Rates, Extension and Collections	
Last Nine Fiscal Years	45
INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENTAL AUDITING STANDARDS	47

FINANCIAL SECTION

This section includes:

- Independent Auditor's Report
- Management's Discussion and Analysis
- Basic Financial Statements
- Other Supplementary Information
- Supplemental Schedule

INDEPENDENT AUDITOR'S REPORT

This section includes the opinion of the Township's independent auditing firm.



INDEPENDENT AUDITOR'S REPORT

December 12, 2025

Members of the Board of Trustees
Cunningham Township
Urbana, Illinois

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying modified cash basis financial statements of the governmental activities and each major fund of the Cunningham Township (the Township), Illinois, as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Township's basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective modified cash basis financial position of the governmental activities and each major fund of the Cunningham Township, Illinois, as of June 30, 2025, and the respective changes in financial position for the year then ended in accordance with the modified cash basis of accounting as described in Note 1.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Township, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 of the financial statements, which describes the basis of accounting. The financial statements are prepared on the modified cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to that matter.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the modified cash basis of accounting described in Note 1, and for determining that the modified cash basis of accounting is an acceptable basis for the preparation of the financial statements in the circumstances. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Township's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Township's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Cunningham Township, Illinois' basic financial statements. The management's discussion and analysis, other supplementary information and supplemental schedule are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, management's discussion and analysis, other supplementary information and supplemental schedule are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Cunningham Township, Illinois
December 12, 2025

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 12, 2025, on our consideration of the Township's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Township's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Township's internal control over financial reporting and compliance.

Lauterbach & Amen, LLP
LAUTERBACH & AMEN, LLP

MANAGEMENT'S DISCUSSION AND ANALYSIS

CUNNINGHAM TOWNSHIP, ILLINOIS

Management's Discussion and Analysis

June 30, 2025

The management of Cunningham Township (the Township) offers the readers of our financial statements the following narrative discussion and analysis of our financial activities of the Township for the fiscal period ending June 30, 2025. Since the Management's Discussion and Analysis (MD&A) is designed to focus on the current year's activities, resulting changes and currently known facts, it should be read in conjunction with the Township's financial statements, which can be found in the basic financial statements section of this report.

FINANCIAL HIGHLIGHTS

- The Township's net position increased as a result of this year's operations. Net position of the governmental activities increased by \$120,427, or 2.6 percent.
- During the year, government-wide revenues for the primary government totaled \$4,121,169, while expenses totaled \$4,000,742, resulting in an increase to net position of \$120,427.
- The Township's net position totaled \$4,761,284 on June 30, 2025, which includes \$490,179 in investment in capital assets, \$2,787,763 subject to external restrictions, and \$1,483,342 unrestricted net position that may be used to meet the ongoing obligations to citizens and creditors.
- The Town Fund reported a decrease this year of \$94,325 or 6.0 percent, resulting in ending fund balance of \$1,483,342.

USING THIS ANNUAL REPORT

This annual report consists of a series of financial statements. The Statement of Net Position and the Statement of Activities provide information about the activities of the Township as a whole and present a longer-term view of the Township's finances. For governmental activities, these statements tell how these services were financed in the short term as well as what remains for future spending. Fund financial statements also report the Township's operations in more detail than the government-wide statements by providing information about the Township's most significant funds. The remaining statements provide financial information about activities for which the Township acts solely as a trustee or agent for the benefit of those outside of the government.

Government-Wide Financial Statements

The government-wide financial statements provide readers with a broad overview of the Township's finances, in a matter similar to a private-sector business.

The Statement of Net Position reports information on all of the Township's assets/deferred outflows and liabilities/deferred inflows, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Township is improving or deteriorating. Consideration of other nonfinancial factors, such as changes in the Township's property tax base and the condition of the Township's infrastructure, is needed to assess the overall health of the Township.

The Statement of Activities presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

CUNNINGHAM TOWNSHIP, ILLINOIS

Management's Discussion and Analysis

June 30, 2025

USING THIS ANNUAL REPORT - Continued

Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Traditional users of governmental financial statements will find the Fund Financial Statements presentation more familiar. The Township, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating the Township's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate the comparison between governmental funds and governmental activities.

The Township maintains two individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the Town Fund and General Assistance Fund, which are considered major funds. The Township does not maintain any nonmajor funds.

The Township adopts an annual appropriated budget for all of the governmental funds. A budgetary comparison schedule for these funds has been provided to demonstrate compliance with this budget.

Notes to the Financial Statements

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Other Information

In addition to the basic financial statements and accompanying notes, this report also presents certain supplementary information concerning the Township's I.M.R.F. employee pension obligation and the budgetary comparison schedules for the Town Fund and major special revenue fund.

CUNNINGHAM TOWNSHIP, ILLINOIS

Management's Discussion and Analysis

June 30, 2025

GOVERNMENT-WIDE FINANCIAL ANALYSIS - Continued

Net position may serve over time as a useful indicator of a government's financial position. The following tables show that in the case of the Township, assets/deferred outflows exceeded liabilities/deferred inflows by \$4,761,284.

	Net Position	
	6/30/2025	6/30/2024
Assets		
Current Assets	\$ 4,318,584	4,140,735
Capital Assets	490,179	509,925
Total Assets	<u>4,808,763</u>	<u>4,650,660</u>
Liabilities		
Other Liabilities	<u>47,479</u>	<u>9,803</u>
Net Position		
Investment in Capital Assets	490,179	509,925
Restricted	2,787,763	2,553,265
Unrestricted	<u>1,483,342</u>	<u>1,577,667</u>
Total Net Position	<u>4,761,284</u>	<u>4,640,857</u>

A portion of the Township's net position, \$490,179 or 10.3 percent, reflects its investment in capital assets (for example, software, buildings, or vehicles), less any related debt used to acquire those assets that is still outstanding. The Township uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Township's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion, \$2,787,763 or 58.5 percent, of the Township's net position represents resources that are subject to external restrictions on how they may be used. The remaining 31.2 percent, or \$1,483,342, represents unrestricted net position and may be used to meet the government's ongoing obligations to citizens and creditors.

CUNNINGHAM TOWNSHIP, ILLINOIS

Management's Discussion and Analysis

June 30, 2025

GOVERNMENT-WIDE FINANCIAL ANALYSIS - Continued

	Changes in Net Position	
	6/30/2025	6/30/2024
Revenues		
Program Revenues		
Capital Grants/Contributions	\$ 1,512,304	1,384,163
General Revenues		
Property Taxes	2,324,872	2,262,395
Replacement Taxes	40,754	61,460
Interest Income	157,445	146,670
Other	85,794	35,770
Total Revenues	<u>4,121,169</u>	<u>3,890,458</u>
Expenses		
General Government	1,133,640	664,286
Public Welfare	2,867,102	1,957,542
Total Expenses	<u>4,000,742</u>	<u>2,621,828</u>
Change in Net Position	<u>120,427</u>	<u>1,268,630</u>
Net Position - as Previously Reported	4,640,857	3,414,623
Restatement For Change in Accounting Estimate	—	(42,396)
Net Position - Beginning	<u>4,640,857</u>	<u>3,372,227</u>
Net Position - Ending	<u>4,761,284</u>	<u>4,640,857</u>

Net position of the Township's governmental activities increased by 2.6 percent (\$4,761,284 in 2025 compared to \$4,640,857 in 2024). Unrestricted net position, the part of net position that can be used to finance day-to-day operations without constraints, totaled \$1,483,342 at June 30, 2025.

Revenues for governmental activities totaled \$4,121,169, while the cost of all governmental functions totaled \$4,000,742. This results in an increase of \$120,427. In 2024, revenues of \$3,890,458 exceeded expenses of \$2,621,828, resulting in a surplus of \$1,268,630. The increase in 2025 was due to an increase of capital grants of \$128,141.

CUNNINGHAM TOWNSHIP, ILLINOIS

Management's Discussion and Analysis

June 30, 2025

FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS

As noted earlier, the Township uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds

The focus of the Township's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

The Township's governmental funds reported combining ending fund balances of \$4,271,105, which is an increase of \$140,173 or 3.4 percent, from last year's total of \$4,130,932. Of the \$4,271,105 total, \$1,483,342 or approximately 37.3 percent, of the fund balance constitutes unassigned fund balance.

The Town Fund reported a decrease in fund balance for the year of \$94,325, or 6.0 percent primarily due to a property tax refund that was paid within the current year.

The Town Fund is the chief operating fund of the Township. At June 30, 2025, unassigned fund balance in the Town Fund was \$1,483,342, which represents 100.0 percent of the total fund balance of the Town Fund. As a measure of the Town Fund's liquidity, it may be useful to compare unassigned fund balance to total fund expenditures. Unassigned fund balance in the Town Fund represents approximately 133.2 percent of total Town Fund expenditures.

The General Assistance Fund reported an increase in fund balance for the year of \$234,498. This was due to an increase of revenues of \$225,233 compared to the prior year.

TOWN FUND BUDGETARY HIGHLIGHTS

The Township Board made one budget amendment to the Town Fund during the year. Town Fund actual revenues for the year totaled \$1,019,569, compared to budgeted revenues of \$1,010,729. Property tax revenue came in \$8,836 over budget due to property taxes coming in slightly higher than anticipated. There was also an amendment to the original budget in the amount of \$500,000 from a DCEO grant that was delayed.

The Town Fund actual expenditures for the year were \$27,241 over budget (\$1,113,894 actual compared to \$1,086,653 budgeted). The Disbursements Supervisor's Office was over budget by \$28,277 mainly due to salary and employee benefit expenditures coming in slightly higher than budgeted. There was also an amendment to the original budget in the amount of \$500,000 not spent related to a DCEO grant.

CUNNINGHAM TOWNSHIP, ILLINOIS

Management’s Discussion and Analysis

June 30, 2025

CAPITAL ASSETS AND DEBT ADMINISTRATION

Capital Assets

The Township’s investment in capital assets for its governmental type activities as of June 30, 2025 was \$490,179 (net of accumulated depreciation). This investment in capital assets includes software and buildings.

	Capital Assets - Net of Depreciation	
	6/30/2025	6/30/2024
Buildings	\$ 447,504	460,137
Vehicles	42,675	49,788
Totals	<u>490,179</u>	<u>509,925</u>

There were no additions in current year.

Additional information on the Township's capital assets can be found in Note 3 of this report.

Debt Administration

At year end, the Township had no outstanding debt.

ECONOMIC FACTORS

The Township’s elected and appointed officials considered many factors when setting the fiscal year 2026 budget, and the associated property tax rates and charges for services.

In preparing the budget, the Township Board, Management and Treasurer take into consideration long-term goals of the Township, along with any unforeseen expenses that might occur, as well as the potential impact of current economic conditions.

REQUESTS FOR INFORMATION

This financial report is intended to provide our residents, investors, creditors and other interested parties with an overview of the finances of the Cunningham Township and to demonstrate the Township’s accountability for the financial resources it receives. Questions concerning any information contained in this report may be directed to the Administration and Finance Department at 205 West Greet Street, Urbana, IL 61801.

BASIC FINANCIAL STATEMENTS

The basic financial Statements include integrated sets of financial statements as required by the GASB. The sets of statements include:

- Government-Wide Financial Statements
- Fund Financial Statements

Governmental Funds

In addition, the notes to the financial statements are included to provide information that is essential to a user's understanding of the basic financial statements.

CUNNINGHAM TOWNSHIP, ILLINOIS

Statement of Net Position - Modified Cash Basis

June 30, 2025

	<u>Governmental Activities</u>
ASSETS	
Current Assets	
Cash and Investments	<u>\$ 4,318,584</u>
Noncurrent Assets	
Capital Assets	
Depreciable Capital Assets	637,417
Accumulated Depreciation	<u>(147,238)</u>
Total Noncurrent Assets	<u>490,179</u>
Total Assets	<u>4,808,763</u>
LIABILITIES	
Current Liabilities	
Accounts Payable	42,235
Accrued Payroll	<u>5,244</u>
Total Liabilities	<u>47,479</u>
NET POSITION	
Investment in Capital Assets	490,179
Restricted	
General Assistance	2,787,763
Unrestricted	<u>1,483,342</u>
Total Net Position	<u>4,761,284</u>

The notes to the financial statements are an integral part of this statement.

CUNNINGHAM TOWNSHIP, ILLINOIS

**Statement of Activities - Modified Cash Basis
For the Fiscal Year Ended June 30, 2025**

	Program Revenues				Net (Expenses)/ Revenues
	Charges for Services	Operating Grants/ Contributions	Capital Grants/ Contributions	Expenses	
Governmental Activities					
General Government	\$ 1,133,640	—	—	—	(1,133,640)
Public Welfare	2,867,102	—	—	1,512,304	(1,354,798)
Total Governmental Activities	<u>4,000,742</u>	<u>—</u>	<u>—</u>	<u>1,512,304</u>	<u>(2,488,438)</u>
	General Revenues				
					2,324,872
					40,754
					157,445
					85,794
					<u>2,608,865</u>
					120,427
					<u>4,640,857</u>
					<u>4,761,284</u>

The notes to the financial statements are an integral part of this statement.

CUNNINGHAM TOWNSHIP, ILLINOIS

**Balance Sheet - Governmental Funds - Modified Cash Basis
June 30, 2025**

	Town	General Assistance	Total
ASSETS			
Cash and Investments	\$ 1,489,173	2,829,411	4,318,584
LIABILITIES			
Accounts Payable	5,831	36,404	42,235
Accrued Payroll	—	5,244	5,244
Total Liabilities	5,831	41,648	47,479
FUND BALANCES			
Restricted	—	2,787,763	2,787,763
Unassigned	1,483,342	—	1,483,342
Total Fund Balances	1,483,342	2,787,763	4,271,105
Total Liabilities and Fund Balances	1,489,173	2,829,411	4,318,584

The notes to the financial statements are an integral part of this statement.

CUNNINGHAM TOWNSHIP, ILLINOIS

Reconciliation of the Total Governmental Fund Balance to the Statement of Net Position - Governmental Activities - Modified Cash Basis

June 30, 2025

Total Governmental Fund Balances	\$ 4,271,105
Amounts reported for governmental activities in the Statement of Net Position are different because:	
Capital assets used in Governmental Activities are not financial resources and therefore, are not reported in the funds.	<u>490,179</u>
Net Position of Governmental Activities	<u><u>4,761,284</u></u>

The notes to the financial statements are an integral part of this statement.

CUNNINGHAM TOWNSHIP, ILLINOIS

Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds - Modified Cash Basis

For the Fiscal Year Ended June 30, 2025

	Town	General Assistance	Total
Revenues			
Taxes	\$ 915,537	1,409,335	2,324,872
Intergovernmental	20,377	1,532,681	1,553,058
Investment Income	78,724	78,721	157,445
Miscellaneous	4,931	80,863	85,794
Total Revenues	<u>1,019,569</u>	<u>3,101,600</u>	<u>4,121,169</u>
Expenditures			
General Government	1,103,980	—	1,103,980
Public Welfare	—	2,831,835	2,831,835
Capital Outlay	9,914	35,267	45,181
Total Expenditures	<u>1,113,894</u>	<u>2,867,102</u>	<u>3,980,996</u>
Net Change in Fund Balances	(94,325)	234,498	140,173
Fund Balances - Beginning	<u>1,577,667</u>	<u>2,553,265</u>	<u>4,130,932</u>
Fund Balances - Ending	<u><u>1,483,342</u></u>	<u><u>2,787,763</u></u>	<u><u>4,271,105</u></u>

The notes to the financial statements are an integral part of the statement.

CUNNINGHAM TOWNSHIP, ILLINOIS

**Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of the Governmental Funds to the Statement of Activities - Governmental Activities - Modified Cash Basis
For the Fiscal Year Ended June 30, 2025**

Net Change in Fund Balances - Total Governmental Funds	\$ 140,173
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Amounts reported for governmental activities in the Statement of Activities are different because:

Governmental funds report capital outlays as expenditures. however, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.

Depreciation Expense	(19,746)
Disposals - Cost	(37,850)
Disposals - Accumulated Depreciation	<u>37,850</u>

Changes in Net Position of Governmental Activities	<u><u>120,427</u></u>
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CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Cunningham Township (the Township) operated under the Township organization article 60 ILCS. The Township provides the following services as authorized by statute: general assistance, property tax assessment, health and social services, and general administrative services. Since the Township is coterminous with the City of Urbana, duties that would normally be associated with a Township Road District or Highway Commissioner, are not applicable to the Township.

The basic financial statements of the Township have been presented on a modified cash basis of accounting. The modified cash basis of accounting differs from accounting principles generally accepted in the United States of America (GAAP). Generally accepted accounting principles include all relevant Governmental Accounting Standards Board (GASB) pronouncements. The more significant of the Township's accounting policies are described below.

REPORTING ENTITY

The accompanying financial statements present the government and its component units, entities for which the government is considered to be financially accountable. Blended component units are, in substance, part of the primary government's operations, even though they are legally separate entities. Thus, blended component units are appropriately presented as funds of the primary government. Each discretely presented component unit is reported in a separate column in the government-wide financial statements to emphasize that it is both legally and substantively separate from the government. Management has determined that there are no fiduciary component units that are required to be included in the financial statements of the Township and there are no discretely component units to include in the reporting entity.

BASIS OF PRESENTATION

Government-Wide Statements

The Township's basic financial statements include both government-wide (reporting the Township as a whole) and fund financial statements (reporting the Township's major funds). Both the government-wide and fund financial statements categorize primary activities as governmental. The Township's public welfare and general administration are all classified as governmental activities.

In the government-wide Statement of Net Position, the governmental activities column is (a) presented on a consolidated basis by column, and (b) reported on a modified cash, economic resource basis, which recognizes some long-term assets/deferred outflows and receivables as well as long-term debt/deferred inflows and obligations. The Township's net position is reported in three parts: investment in capital assets; restricted; and unrestricted. The Township first utilizes restricted resources to finance qualifying activities.

The government-wide Statement of Activities reports both the gross and net cost of each of the Township's functions (general government and public welfare, etc.). The functions are supported by general government revenues (property and personal property replacement taxes, certain intergovernmental revenues, investment income, etc.). The Statement of Activities reduces gross expenses (including depreciation) by related program revenues, which include 1) charges to customers or applicants who purchase, use or directly benefit from goods, services or privileges provided by a given function or segment and 2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

BASIS OF PRESENTATION - Continued

Government-Wide Statements - Continued

The net costs (by function) are normally covered by general revenue (property and personal property replacement taxes, investment income, etc.).

This government-wide focus is more on the sustainability of the Township as an entity and the change in the Township's net position resulting from the current year's activities.

Fund Financial Statements

The financial transactions of the Township are reported in individual funds in the fund financial statements. Each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets/deferred outflows, liabilities/deferred inflows, fund equity, revenues and expenditures/expenses. Funds are organized into one major category: governmental. An emphasis is placed on major funds within the governmental category. A fund is considered major if it is a primary operating fund of the Township or meets the following criteria:

Total assets/deferred outflows, liabilities/deferred inflows, revenues, or expenditures/expenses of that individual governmental fund are at least 10 percent of the corresponding total for all governmental funds.

The various funds are reported by generic classification within the financial statements. The following fund types are used by the Township:

Governmental Funds

All of the Township's funds are considered to be major funds. The funds reported by the Township are described below.

The focus of the governmental funds' measurement (in the fund statements) is upon determination of financial position and changes in financial position (sources, uses, and balances of financial resources) rather than upon net income. The following is a description of the governmental funds of the Township:

Town Fund is the general operating fund of the Township. It accounts for all financial resources except those required to be accounted for in another fund.

Special revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Township maintains one special revenue fund. The General Assistance Fund is used to account for the proceeds of specific revenue sources related to general assistance.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

MEASUREMENT FOCUS AND BASIS OF ACCOUNTING

Measurement focus is a term used to describe “which” transactions are recorded within the various financial statements. Basis of accounting refers to “when” transactions are recorded regardless of the measurement focus applied.

Measurement Focus

On the government-wide Statement of Net Position and the Statement of Activities, governmental funds are presented using the economic resources measurement focus, within the limitations of the modified cash basis of accounting, as defined below. In the fund financial statements, the “current financial resources” measurement focus or the “economic resources” measurement focus is used as appropriate.

All governmental funds utilize a “current financial resources” measurement focus. Only current financial assets/deferred outflows and liabilities/deferred inflows are generally included on their balance sheets. Their operating statements present sources and uses of available spendable financial resources during a given period. These funds use fund balance as their measure of available spendable financial resources at the end of the period.

The accounting objectives of the “economic resources” measurement focus is the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. All assets/deferred outflows, liabilities/deferred inflows (whether current or noncurrent) associated with their activities are reported.

Basis of Accounting

In the government-wide Statement of Net Position and Statement of Activities, governmental activities are presented using the modified cash basis of accounting. This basis recognized revenue when cash is received and expenditures are recorded when payment is made. This basis is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America. These financial statements are modified from the cash basis method because the Township records capital assets, depreciation, and long-term debt.

ASSETS/DEFERRED OUTFLOWS, LIABILITIES/DEFERRED INFLOWS, AND FUND BALANCE/NET POSITION

Cash and Investments

For purpose of the Statement of Net Position, the Township's cash and cash equivalents are considered to be cash on hand, demand deposits, and cash with fiscal agent.

Investments are generally reported at fair value. Short-term investments are reported at cost, which approximates fair value. For investments, the Township categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. All of the Township's investments are in 2a7-like investment pools that are measured at the net asset value per share determined by the pool.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

**ASSETS/DEFERRED OUTFLOWS, LIABILITIES/DEFERRED INFLOWS, AND FUND BALANCE/
NET POSITION - Continued**

Capital Assets

Capital assets purchased or acquired with an original cost of \$10,000 or more (depending on asset class) are reported at historical cost or estimated historical cost. Contributed assets are reported at acquisition value as of the date received. Additions, improvements and other capital outlays that significantly extend the useful life of an asset are capitalized. Other costs incurred for repairs and maintenance are expenses as incurred.

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. General capital assets are long-lived assets of the Township as a whole. When purchased, such assets are recorded as expenditures in the governmental funds and capitalized. The valuation basis for general capital assets are historical cost, or where historical cost is not available, estimated historical cost based on replacement costs.

Depreciation on all assets is computed and recorded using the straight-line method of depreciation over the following estimated useful lives:

Software	5 Years
Buildings	10 - 45 Years
Vehicles	7 - 10 Years

Long-Term Obligations

In the government-wide financial statements, long-term debt and other long-term obligations are reported as liabilities in the governmental activities Statement of Net Position. Bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount. Bond issuance costs are reported as expenses at the time of issuance.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures/expenses during the reporting period. Actual results could differ from those estimates.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - Continued

**ASSETS/DEFERRED OUTFLOWS, LIABILITIES/DEFERRED INFLOWS, AND FUND BALANCE/
NET POSITION - Continued**

Net Position

In the government-wide financial statements, equity is classified as net position and displayed in three components:

Investment in Capital Assets - Consists of capital assets, including restricted capital assets, net of accumulated depreciation, and reduced by the outstanding balances of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction, or improvement of those assets.

Restricted - Consists of net position with constraints placed on the use either by (1) external groups such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation.

Unrestricted - All other net position balances that do not meet the definition of “restricted” or “investment in capital assets.”

NOTE 2 - STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

BUDGETARY INFORMATION

The Township adheres to the following procedures in establishing the budgetary data included in the financial statements:

- The Supervisor submits to the Township Board of Trustees a proposed operating budget, for the fiscal year commencing July 1st.
- A public hearing is conducted at an advertised location to obtain taxpayer comments.
- The budget must be adopted in ordinance form by the end of the first quarter of the fiscal year.

During the year, one supplementary appropriation was necessary.

EXCESS OF ACTUAL EXPENDITURES OVER BUDGET IN AN INDIVIDUAL FUND

The following fund had an excess of actual expenditures over budget for the fiscal year:

Fund	Excess
General Assistance	\$ 14,088

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 3 - DETAIL NOTES ON ALL FUNDS

DEPOSITS AND INVESTMENTS

The Township maintains a cash and investment pool that is available for use by all funds. Each fund type's portion of this pool is displayed on the combined balance sheet as "cash and investments." In addition, investments are separately held by several of the Township's funds.

Permitted Deposits and Investments - Statutes authorize the Township to make deposits/invest in commercial banks, savings and loan institutions, obligations of the U.S. Treasury and U.S. Agencies, obligations of States and their political subdivisions, credit union shares, repurchase agreements, commercial paper rated within the three highest classifications by at least two standard rating services, and the Illinois Funds.

The Illinois Funds is an investment pool managed by the Illinois Public Treasurer's Office which allows governments within the State to pool their funds for investment purposes. The Illinois Funds is not registered with the SEC as an investment company. Investments in Illinois Funds are valued at the share price, the price for which the investment could be sold.

Deposits. At year-end, the carrying amount of the Township's deposits totaled \$1,948,522 and the bank balances totaled \$2,034,372. In addition, the Township has \$2,370,062 invested in the Illinois Funds at year-end, which has an average maturity of less than one year.

Interest Rate Risk. Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The Township's policy states that they will pool cash from its different funds and invest the idle funds with compliance to state and federal laws at the highest rate of return possible, while maintaining a diversified investment portfolio.

Credit Risk. Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The Township's policy does address credit risk. At year-end, the Township's investments in the Illinois Funds was rated AAmmf by Fitch.

Concentration of Credit Risk. Concentration of credit risk is the risk of loss attributed to the magnitude of the Township's investment in a single issuer. The Township's policy does not address concentration of credit risk. At year-end, the Township does not have any investments over 5 percent of cash and investments (other than investments issued or explicitly guaranteed by the U.S. government and investments in mutual funds, external investment pools, and other pooled investments).

Custodial Credit Risk. In the case of deposits, this is the risk that in the event of a bank failure, the Township's deposits may not be returned to it. The Township's policy does not address custodial credit risk for deposits. At year-end, the entire amount of the bank balance of deposits was covered by collateral, federal depository or equivalent insurance.

For an investment, this is the risk that, in the event of the failure of the counterparty, the Township will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The Township's policy does not address custodial credit risk for investments. The Township's investment in the Illinois Funds is not subject to custodial credit risk.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 3 - DETAIL NOTES ON ALL FUNDS - Continued

PROPERTY TAXES

Property taxes for 2024 attach as an enforceable lien on January 1, on property values assessed as of the same date. Taxes are levied by December of the subsequent fiscal year (by passage of a Tax Levy Ordinance). Tax bills are prepared by the County and are payable in two installments, on or about June 1 and September 1. The County collects such taxes and remits them in two fairly equal payments with a third lesser payment of any disputed taxes.

CAPITAL ASSETS

Governmental Activities

Governmental capital asset activity for the year was as follows:

	Beginning Balances	Increases	Decreases	Ending Balances
Depreciable Capital Assets				
Software	\$ 37,850	—	37,850	—
Buildings	568,502	—	—	568,502
Vehicles	68,915	—	—	68,915
	<u>675,267</u>	<u>—</u>	<u>37,850</u>	<u>637,417</u>
Less Accumulated Depreciation				
Software	37,850	—	37,850	—
Buildings	108,365	12,633	—	120,998
Vehicles	19,127	7,113	—	26,240
	<u>165,342</u>	<u>19,746</u>	<u>37,850</u>	<u>147,238</u>
Total Net Depreciable Capital Assets	<u>509,925</u>	<u>(19,746)</u>	<u>—</u>	<u>490,179</u>
Total Net Capital Assets	<u>509,925</u>	<u>(19,746)</u>	<u>—</u>	<u>490,179</u>

Depreciation expense was charged to governmental activities as follows:

General Government \$ 19,746

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 3 - DETAIL NOTES ON ALL FUNDS - Continued

NET POSITION CLASSIFICATIONS

Net investment in capital assets was comprised of the following as of June 30, 2025:

Governmental Activities	
Capital Assets - Net of Accumulated Depreciation	<u>\$ 490,179</u>

FUND BALANCE CLASSIFICATIONS

In the governmental fund financial statements, the Township considers restricted amounts to have been spent when an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available. The Township first utilizes committed, then assigned and then unassigned fund balance when an expenditure is incurred for purposes for which all three unrestricted fund balances are available.

Nonspendable Fund Balance. Consists of resources that cannot be spent because they are either: a) not in a spendable form; or b) legally or contractually required to be maintained intact.

Restricted Fund Balance. Consists of resources that are restricted to specific purposes, that is, when constraints placed on the use of resources are either: a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or b) imposed by law through constitutional provisions or enabling legislation.

Committed Fund Balance. Consists of resources constrained (issuance of an ordinance) to specific purposes by the government itself, using its highest level of decision-making authority, the Board of Trustees; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Assigned Fund Balance. Consists of amounts that are constrained by the Board of Trustees' intent to be used for specific purposes but are neither restricted nor committed. Intent is expressed by a) the Board of Trustees itself or b) a body or official to which the Board of Trustees has delegated the authority to assign amounts to be used for specific purposes. The Township's highest level of decision-making authority is the Board of Trustees, who is authorized to assign amounts to a specific purpose.

Unassigned Fund Balance. Consists of residual net resources of a fund that has not been restricted, committed, or assigned within the General Fund and deficit fund balances of other governmental funds.

Minimum Fund Balance Policy. The Township's policy states that minimum unassigned fund balance in the Town Fund be at least 50% of anticipated annual expenditures.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 3 - DETAIL NOTES ON ALL FUNDS - Continued

FUND BALANCE CLASSIFICATIONS - Continued

The following is a schedule of fund balance classifications for the governmental funds as of the date of this report:

	Town	General Assistance	Totals
Fund Balances			
Restricted			
General Assistance	\$ —	2,787,763	2,787,763
Unassigned	1,483,342	—	1,483,342
Total Fund Balances	<u>1,483,342</u>	<u>2,787,763</u>	<u>4,271,105</u>

NOTE 4 - OTHER INFORMATION

RISK MANAGEMENT

The Township is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; natural disasters; and injuries to the Township's employees. The Township has purchased insurance from private insurance companies. Risks covered included certain types of liabilities and bonds. Premiums have been displayed as expenditures/expenses in appropriate funds. There were no significant changes in insurance coverages from the prior year and settlements did not exceed insurance coverage in any of the past three fiscal years.

CONTINGENT LIABILITIES

Litigation

From time to time, the Township is party to various pending claims and legal proceedings with respect to employment, civil rights, property taxes and other matters. Although the outcome of such matters cannot be forecasted with certainty, it is the opinion of management and the Township attorney that the likelihood is remote that any such claims or proceedings will have a material adverse effect on the Township's financial position or results of operations.

Grants

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount, if any, of expenditures which may be disallowed by the grantor cannot be determined at this time although the Township expects such amounts, if any, to be immaterial.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 4 - OTHER INFORMATION - Continued

CONTINGENT LIABILITIES - Continued

Property Tax Commitments

The Carle Foundation has paid real estate taxes to Champaign County under protest for the years 2007-2011. The Carle Foundation (Carle) maintained that certain properties should be exempt from real estate taxes due to its charitable status. On March 7, 2013, the Illinois Department of Revenue ruled that Carle Foundation will not be required to pay future real estate taxes to Champaign County beginning with the 2012 tax year. The Township repaid \$133,598 for its share of property taxes collected by the County of Champaign.

The Presence Hospital has paid real estate taxes to Champaign County under protest for the years 2004-2009 & from 2011-2012. The Presence Hospital (Presence) maintained that certain properties should be exempt from real estate taxes due to its charitable status. On March 7, 2013, the Illinois Department of Revenue ruled that Presence Hospital will not be required to pay future real estate taxes to Champaign County beginning with the 2012 tax year. The Township repaid \$226,723 for its share of property taxes collected by the County of Champaign.

Tax Abatements

The Township has not entered into an intergovernmental agreements for direct tax abatements. The Township tax base is, however affected by certain tax abatement agreements entered into by other taxing bodies.

For the fiscal year ended June 30, 2025, various tax abatement agreements were entered into for a five-year period beginning 2020 at various percentages ranging from 20-100%. The amount of the Township's property tax abated in fiscal year 2025 under these agreements totaled \$95,020.

EMPLOYEE RETIREMENT SYSTEM - DEFINED BENEFIT PENSION PLAN

Illinois Municipal Retirement Fund (IMRF)

The Township contributes to the Illinois Municipal Retirement Fund (IMRF), a defined benefit agent multiple-employer public employee retirement system that acts as a common investment and administrative agent for local governments and school districts in Illinois. IMRF issues a publicly available financial report that includes financial statements and required supplementary information for the plan as a whole, but not by individual employer. That report may be obtained online at www.imrf.org. The benefits, benefit levels, employee contributions, and employer contributions are governed by Illinois Compiled Statutes (ILCS) and can only be amended by the Illinois General Assembly.

Plan Descriptions

Plan Administration. All hired in positions that meet or exceed the prescribed annual hourly standard must be enrolled in IMRF as participating members. The plan is accounted for on the economic resources measurement focus and the accrual basis of accounting. Employer and employee contributions are recognized when earned in the year that the contributions are required, benefits and refunds are recognized as an expense and liability when due and payable.

Benefits Provided. IMRF has three benefit plans. The vast majority of IMRF members participate in the Regular Plan (RP). The Sheriff's Law Enforcement Personnel (SLEP) plan is for sheriffs, deputy sheriffs, and selected police chiefs. Counties could adopt the Elected County Official (ECO) plan for officials elected prior to August 8, 2011 (the ECO plan was closed to new participants after that date).

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 4 - OTHER INFORMATION - Continued

EMPLOYEE RETIREMENT SYSTEM - DEFINED BENEFIT PENSION PLAN - Continued

Illinois Municipal Retirement Fund (IMRF) - Continued

Benefits Provided - Continued. All three IMRF benefit plans have two tiers. Employees hired *before* January 1, 2011, are eligible for Tier 1 benefits. Tier 1 employees are vested for pension benefits when they have at least eight years of qualifying service credit. Tier 1 employees who retire at age 55 (at reduced benefits) or after age 60 (at full benefits) with eight years of service are entitled to an annual retirement benefit, payable monthly for life, in an amount equal to 1-2/3% of the final rate of earnings for the first 15 years of service credit, plus 2% for each year of service credit after 15 years to a maximum of 75% of their final rate of earnings. Final rate of earnings is the highest total earnings during any consecutive 48 months within the last 10 years of service, divided by 48. Under Tier 1, the pension is increased by 3% of the original amount on January 1 every year after retirement.

Employees hired *on or after* January 1, 2011, are eligible for Tier 2 benefits. For Tier 2 employees, pension benefits vest after ten years of service. Participating employees who retire at age 62 (at reduced benefits) or after age 67 (at full benefits) with ten years of service are entitled to an annual retirement benefit, payable monthly for life, in an amount equal to 1-2/3% of the final rate of earnings for the first 15 years of service credit, plus 2% for each year of service credit after 15 years to a maximum of 75% of their final rate of earnings. Final rate of earnings is the highest total earnings during any 96 consecutive months within the last 10 years of service, divided by 96. Under Tier 2, the pension is increased on January 1 every year after retirement, upon reaching age 67, by the *lesser* of:

- 3% of the original pension amount, or
- 1/2 of the increase in the Consumer Price Index of the original pension amount.

Plan Membership. As of December 31, 2024, the measurement date, the following employees were covered by the benefit terms:

Inactive Plan Members Currently Receiving Benefits	9
Inactive Plan Members Entitled to but not yet Receiving Benefits	18
Active Plan Members	<u>17</u>
Total	<u><u>44</u></u>

Contributions. As set by statute, the Township's Regular Plan Members are required to contribute 4.50% of their annual covered salary. The statute requires employers to contribute the amount necessary, in addition to member contributions, to finance the retirement coverage of its own employees. For the year-ended June 30, 2025, the Township's contribution was 2.41% of covered payroll.

Net Pension (Asset). The Township's net pension (asset) was measured as of December 31, 2024. The total pension liability used to calculate the net pension (asset) was determined by an actuarial valuation as of that date.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 4 - OTHER INFORMATION - Continued

EMPLOYEE RETIREMENT SYSTEM - DEFINED BENEFIT PENSION PLAN - Continued

Illinois Municipal Retirement Fund (IMRF) - Continued

Plan Descriptions - Continued

Actuarial Assumptions. The total pension liability was determined by an actuarial valuation performed, as of December 31, 2024, using the following actuarial methods and assumptions:

Actuarial Cost Method	Entry Age Normal
Asset Valuation Method	Fair Value
Actuarial Assumptions	
Interest Rate	7.25%
Salary Increases	2.85% to 13.75%
Cost of Living Adjustments	3.25%
Inflation	2.25%

Actuarial Assumptions - Continued. For non-disabled retirees, the Pub-2010, Amount-Weighted, below-median income, General, Retiree, Male (adjusted 108.0%) and Female (adjusted 106.4%) tables, and future mortality improvements projected using scale MP-2021. For disabled retirees, the Pub-2010, Amount-Weighted, below-median income, General, Disabled Retiree, Male and Female (both unadjusted) tables, and future mortality improvements projected using scale MP-2021. For active members, the Pub-2010, Amount-Weighted, below-median income, General, Employee, Male and Female (both unadjusted) tables, and future mortality improvements projected using scale MP-2021.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 4 - OTHER INFORMATION - Continued

EMPLOYEE RETIREMENT SYSTEM - DEFINED BENEFIT PENSION PLAN - Continued

Illinois Municipal Retirement Fund (IMRF) - Continued

Plan Descriptions - Continued

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense, and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return to the target asset allocation percentage and adding expected inflation. The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

<u>Asset Class</u>	<u>Target</u>	<u>Long-Term Expected Real Rate of Return</u>
Fixed Income	24.50%	5.20%
Domestic Equities	33.50%	4.35%
International Equities	18.00%	5.40%
Real Estate	10.50%	6.40%
Blended	12.50%	4.85% - 6.25%
Cash and Cash Equivalents	1.00%	3.60%

Discount Rate

The discount rate used to measure the total pension liability was 7.25%, the same as the prior valuation. The projection of cash flows used to determine the discount rate assumed that member contributions will be made at the current contribution rate and that Township contributions will be made at rates equal to the difference between the actuarially determined contribution rates and the member rate. Based on those assumptions, the Fund's fiduciary net position was projected to be available to make all project future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all period of projected benefit payments to determine the total pension liability.

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 4 - OTHER INFORMATION - Continued

EMPLOYEE RETIREMENT SYSTEM - DEFINED BENEFIT PENSION PLAN - Continued

Illinois Municipal Retirement Fund (IMRF) - Continued

Discount Rate Sensitivity

The following is a sensitivity analysis of the net pension (asset) to changes in the discount rate. The table below presents the net pension (asset) of the Township calculated using the discount rate as well as what the Township's net pension (asset) would be if it were calculated using a discount rate that is one percentage point lower or one percentage point higher than the current rate:

	Decrease (6.25%)	Current Discount Rate (7.25%)	1% Increase (8.25%)
Net Pension (Asset)	\$ (88,619)	(289,680)	(442,825)

Changes in the Net Pension (Asset)

	Total Pension Liability (A)	Plan Fiduciary Net Position (B)	Net Pension (Asset) (A) - (B)
Balances at December 31, 2023	\$ 2,800,091	2,895,780	(95,689)
Changes for the Year:			
Service Cost	62,623	—	62,623
Interest on the Total Pension Liability	198,400	—	198,400
Changes of Benefit Terms	—	—	—
Difference Between Expected and Actual Experience of the Total Pension Liability	(189,860)	—	(189,860)
Changes of Assumptions	—	—	—
Contributions - Employer	—	14,223	(14,223)
Contributions - Employees	—	37,651	(37,651)
Net Investment Income	—	294,501	(294,501)
Benefit Payments, Including Refunds of Employee Contributions	(189,699)	(189,699)	—
Other (Net Transfer)	—	(81,221)	81,221
Net Changes	(118,536)	75,455	(193,991)
Balances at December 31, 2024	2,681,555	2,971,235	(289,680)

CUNNINGHAM TOWNSHIP, ILLINOIS

Notes to the Financial Statements

June 30, 2025

NOTE 4 - OTHER INFORMATION - Continued

EMPLOYEE RETIREMENT SYSTEM - DEFINED BENEFIT PENSION PLAN - Continued

Illinois Municipal Retirement Fund (IMRF) - Continued

Pension Expense, Deferred Outflows of Resources, and Deferred Inflows of Resources Related to Pensions

For the year ended June 30, 2025, the Township recognized pension expense of \$22,215 on the modified cash basis. At June 30, 2025 on the accrual basis of accounting, the Township's deferred outflows or resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources	Totals
Difference Between Expected and Actual Experience	\$ 62,888	(148,133)	(85,245)
Change in Assumptions	—	(5,543)	(5,543)
Net Difference Between Projected and Actual Earnings on Pension Plan Investments	69,643	—	69,643
Total Pension Expense to be Recognized in Future Periods	132,531	(153,676)	(21,145)
Pension Contributions Made Subsequent to the Measurement Date	15,043	—	15,043
Total Deferred Amounts Related to IMRF	<u>147,574</u>	<u>(153,676)</u>	<u>(6,102)</u>

On the accrual basis of accounting, the Township would report \$15,043 as deferred outflows of resources related to pensions resulting from employer contributions subsequent to the measurement date and would be recognized as a reduction of the net pension liability in the reporting year ended June 30, 2026. In addition, on the accrual basis of accounting, the Township would report deferred outflows of resources and deferred inflows of resources related to pensions would be recognized in pension expense in future periods as follows:

Fiscal Year	Net Deferred Outflows/ (Inflows) of Resources
2026	\$ 21,192
2027	77,618
2028	(78,502)
2029	(41,453)
2030	—
Thereafter	—
Total	<u>(21,145)</u>

OTHER SUPPLEMENTARY INFORMATION

Other supplementary information includes financial statements and schedules not required by the GASB, nor a part of the basic financial statements, but are presented for purposes of additional analysis.

Such schedules include:

- Schedule Employer Contributions - Last Ten Fiscal Years
Illinois Municipal Retirement Fund
- Schedule of Changes in the Employer's Net Pension Liability/(Asset) - Last Ten Measurement Years
Illinois Municipal Retirement Fund
- Budgetary Comparison Schedules
Town Fund
General Assistance Fund

INDIVIDUAL FUND DESCRIPTIONS

TOWN FUND

The Town Fund is used to account for all financial resources except those required to be accounted for in another fund.

SPECIAL REVENUE FUNDS

The Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than fiduciary funds or capital projects funds) that are legally restricted to expenditure for specified purposes.

General Assistance Fund

The General Assistance Fund is used to account for the proceeds for specific revenue sources related to general assistance.

CUNNINGHAM TOWNSHIP, ILLINOIS

**Illinois Municipal Retirement Fund
Schedule of Employer Contributions - Last Ten Fiscal Years
June 30, 2025**

Fiscal Year	Actuarially Determined Contribution	Contributions in Relation to the Actuarially Determined Contribution	Contribution Excess/ (Deficiency)	Covered Payroll	Contributions as a Percentage of Covered Payroll
2016	\$ 56,144	\$ 56,144	\$ —	\$ 352,445	15.93%
2017	57,384	57,384	—	357,977	16.03%
2018	45,056	45,056	—	348,733	12.92%
2019	41,790	71,790	30,000	315,636	22.74%
2020	29,691	99,690	69,999	323,785	30.79%
2021	30,013	30,013	—	372,837	8.05%
2022	20,681	20,681	—	466,911	4.43%
2023	11,628	11,628	—	595,874	1.95%
2024	10,085	10,085	—	742,265	1.36%
2025	22,215	22,215	—	923,500	2.41%

Notes to the Required Supplementary Information:

Actuarial Cost Method	Aggregate Entry Age Normal
Amortization Method	Level % Pay (Closed)
Remaining Amortization Period	19 Years
Asset Valuation Method	5-Year Smoothed Fair Value
Inflation	2.25%
Salary Increases	2.75% to 13.75%, Including Inflation
Investment Rate of Return	7.25%
Retirement Age	Experience-based table of rates that are specific to the type of eligibility condition. Last updated for the 2020 valuation pursuant to an experience study of the period 2017-2019.
Mortality	For non-disabled retirees, the Pub-2010, Amount-Weighted, below-median income, General, Retiree, Male (adjusted 106%) and Female (adjusted 105%) tables, and future mortality improvements projected using scale MP-2020. For disabled retirees, the Pub-2010, Amount-Weighted, below-median income, General, Disabled Retiree, Male and Female (both unadjusted) tables, and future mortality improvements projected using scale MP-2020. For active members, the Pub-2010, Amount-Weighted, below-median income, General, Employee, Male and Female (both unadjusted) tables, and future mortality improvements projected using scale MP-2020.

CUNNINGHAM TOWNSHIP, ILLINOIS

Illinois Municipal Retirement Fund

Schedule of Changes in the Employer's Net Pension Liability/(Asset) - Last Ten Measurement Years

June 30, 2025

	12/31/2015	12/31/2016	12/31/2017
Total Pension Liability			
Service Cost	\$ 35,245	36,673	37,646
Interest	178,398	182,925	188,193
Differences Between Expected and Actual Experience and Actual Experience	3,882	17,133	(87,710)
Change of Assumptions	—	(9,185)	(77,140)
Benefit Payments, Including Refunds of Member Contributions	(155,285)	(159,996)	(175,153)
Net Change in Total Pension Liability	62,240	67,550	(114,164)
Total Pension Liability - Beginning	2,448,210	2,510,450	2,578,000
Total Pension Liability - Ending	2,510,450	2,578,000	2,463,836
Plan Fiduciary Net Position			
Contributions - Employer	\$ 56,144	57,382	45,055
Contributions - Members	15,860	16,109	15,693
Net Investment Income	9,924	144,659	415,641
Benefit Payments, Including Refunds of Member Contributions	(155,285)	(159,996)	(175,153)
Other (Net Transfer)	141,363	14,009	(58,066)
Net Change in Plan Fiduciary Net Position	68,006	72,163	243,170
Plan Net Position - Beginning	2,026,468	2,094,474	2,166,637
Plan Net Position - Ending	2,094,474	2,166,637	2,409,807
Employer's Net Pension Liability/(Asset)	\$ 415,976	411,363	54,029
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	83.43%	84.04%	97.81%
Covered Payroll	\$ 352,445	357,977	348,733
Employer's Net Pension Liability/(Asset) as a Percentage of Covered Payroll	118.03%	114.91%	15.49%

Changes of Assumptions. Changes in assumptions related to the discount rate were made in 2015 through 2021. Changes in assumptions related to the demographics were made in 2015, 2017, and 2023.

12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024
33,023	27,582	30,976	33,900	37,506	47,021	62,623
178,872	169,082	174,303	177,786	181,357	187,356	198,400
(132,054)	45,001	42,075	21,347	48,390	109,596	(189,860)
50,458	—	(24,124)	—	—	(10,607)	—
(190,771)	(169,983)	(172,701)	(180,607)	(190,558)	(187,971)	(189,699)
(60,472)	71,682	50,529	52,426	76,695	145,395	(118,536)
2,463,836	2,403,364	2,475,046	2,525,575	2,578,001	2,654,696	2,800,091
2,403,364	2,475,046	2,525,575	2,578,001	2,654,696	2,800,091	2,681,555
71,790	99,690	30,014	26,446	16,600	5,717	14,223
14,203	14,570	16,778	21,203	23,895	29,569	37,651
(169,756)	450,583	393,952	513,547	(453,810)	304,281	294,501
(190,771)	(169,983)	(172,701)	(180,607)	(190,558)	(187,971)	(189,699)
55,158	4,166	11,764	3,351	15,886	78,967	(81,221)
(219,376)	399,026	279,807	383,940	(587,987)	230,563	75,455
2,409,807	2,190,431	2,589,457	2,869,264	3,253,204	2,665,217	2,895,780
2,190,431	2,589,457	2,869,264	3,253,204	2,665,217	2,895,780	2,971,235
212,933	(114,411)	(343,689)	(675,203)	(10,521)	(95,689)	(289,680)
91.14%	104.62%	113.61%	126.19%	100.40%	103.42%	110.80%
315,636	323,785	372,837	466,512	525,343	657,083	836,688
67.46%	(35.34%)	(92.18%)	(144.73%)	(2.00%)	(14.56%)	(34.62%)

CUNNINGHAM TOWNSHIP, ILLINOIS

Town Fund

Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual - Modified Cash Basis

For the Fiscal Year Ended June 30, 2025

	Budgeted Amounts		Actual Amounts
	Original	Final	
Revenues			
Taxes			
Property Taxes	\$ 868,188	906,701	915,537
Intergovernmental			
Replacement Taxes	30,000	20,377	20,377
Grants and Reimbursements	500,000	—	—
Investment Income	75,000	78,720	78,724
Miscellaneous	3,500	4,931	4,931
Total Revenues	<u>1,476,688</u>	<u>1,010,729</u>	<u>1,019,569</u>
Expenditures			
General Government			
Disbursements Supervisor's Office	490,799	733,593	761,870
Assessor's Office	862,114	343,146	342,110
Capital Outlay	141,000	9,914	9,914
Total Expenditures	<u>1,493,913</u>	<u>1,086,653</u>	<u>1,113,894</u>
Net Change in Fund Balance	<u>(17,225)</u>	<u>(75,924)</u>	(94,325)
Fund Balance - Beginning			<u>1,577,667</u>
Fund Balance - Ending			<u><u>1,483,342</u></u>

CUNNINGHAM TOWNSHIP, ILLINOIS

Town Fund

Schedule of Expenditures - Budget and Actual - Modified Cash Basis

For the Fiscal Year Ended June 30, 2025

	Budgeted Amounts		Actual Amounts
	Original	Final	
Expenditures			
General Government			
Disbursements Supervisor's Office			
Salaries	\$ 215,582	206,657	224,945
Employee Benefits	97,917	80,109	90,098
Travel and Training	4,000	526	526
Legal Services	10,000	3,926	3,926
Administrative Services	63,000	25,696	25,696
Audit Services	12,000	13,820	13,820
Dues and Subscriptions	1,000	1,266	1,266
Computer Services	25,000	5,056	5,056
Insurance	9,000	8,151	8,151
Janitorial Services	6,500	5,575	5,575
Office Supplies	8,300	5,596	5,596
Property Acquisition/Rent	—	4,010	4,010
Utilities	6,500	6,901	6,901
Vehicle Maintenance	3,000	1,040	1,040
Miscellaneous	3,000	1,043	1,043
Events	6,000	3,394	3,394
Grants	20,000	506	506
Carle/Presence Property Tax Refund	—	360,321	360,321
Total Disbursements Supervisor's Office	490,799	733,593	761,870
Assessor's Office			
Salaries	259,749	219,172	218,136
Employee Benefits	58,865	39,712	39,712
Travel and Training	20,000	10,779	10,779
Legal Services	20,000	4,913	4,913
Administrative Services	18,000	3,007	3,007
Dues and Subscriptions	1,500	1,652	1,652
Computer Services	35,000	41,345	41,345
Appraisals	20,000	9,875	9,875

CUNNINGHAM TOWNSHIP, ILLINOIS

Town Fund

Schedule of Expenditures - Budget and Actual - Modified Cash Basis - Continued

For the Fiscal Year Ended June 30, 2025

	Budgeted Amounts		Actual Amounts
	Original	Final	
Expenditures -Continued			
General Government - Continued			
Assessor's Office - Continued			
Janitorial Services	\$ 3,000	2,700	2,700
Office Supplies	3,250	118	118
Property Acquisition/Rent	412,500	6,000	6,000
Utilities	5,250	3,873	3,873
Miscellaneous	5,000	—	—
Total Assessor's Office	<u>862,114</u>	<u>343,146</u>	<u>342,110</u>
Total General Government	<u>1,352,913</u>	<u>1,076,739</u>	<u>1,103,980</u>
Capital Outlay	<u>141,000</u>	<u>9,914</u>	<u>9,914</u>
Total Expenditures	<u><u>1,493,913</u></u>	<u><u>1,086,653</u></u>	<u><u>1,113,894</u></u>

CUNNINGHAM TOWNSHIP, ILLINOIS

General Assistance - Special Revenue Fund

Schedule of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual - Modified Cash Basis

For the Fiscal Year Ended June 30, 2025

	Budgeted Amounts		Actual Amounts
	Original	Final	
Revenues			
Taxes			
Property Taxes	\$ 1,383,087	1,418,172	1,409,335
Intergovernmental			
Replacement Taxes	30,000	20,377	20,377
Donations	52,000	96,120	96,120
Grants and Reimbursements	1,656,062	1,416,184	1,416,184
Investment Income	75,000	78,721	78,721
Miscellaneous	34,000	80,863	80,863
Total Revenues	<u>3,230,149</u>	<u>3,110,437</u>	<u>3,101,600</u>
Expenditures			
Public Welfare	3,223,656	2,817,747	2,831,835
Capital Outlay	51,480	35,267	35,267
Total Expenditures	<u>3,275,136</u>	<u>2,853,014</u>	<u>2,867,102</u>
Net Change in Fund Balance	<u>(44,987)</u>	<u>257,423</u>	234,498
Fund Balance - Beginning			<u>2,553,265</u>
Fund Balance - Ending			<u><u>2,787,763</u></u>

CUNNINGHAM TOWNSHIP, ILLINOIS

General Assistance - Special Revenue Fund

Schedule of Expenditures - Budget and Actual - Modified Cash Basis

For the Fiscal Year Ended June 30, 2025

	Budgeted Amounts		Actual Amounts
	Original	Final	
Expenditures			
Public Welfare			
Salaries	\$ 699,972	583,969	592,932
Employee Benefits	306,543	202,524	207,650
Office Supplies	19,250	11,798	11,798
Computer Software	25,000	17,997	17,997
Work/Training Supplies	204,000	224,476	224,476
Administrative Services	40,000	4,419	4,419
Janitorial Services	6,500	5,575	5,575
Dues and Subscriptions	1,000	485	485
Travel and Training	31,670	43,402	43,402
Personal Allowances	306,000	249,937	249,937
Build Urbana Program	20,000	21,002	21,002
Repairs and Maintenance	152,615	73,623	73,623
Rent	21,500	19,885	19,885
Rental Assistance	730,535	740,732	213,353
Rapid Rehousing	—	1	186,051
Client Employment Verification	96,903	225,665	225,665
Intern/Volunteers Program	62,214	22,737	22,737
Emergency Assistance	319,432	170,106	511,434
Angel Donors	45,000	39,717	39,717
Solidarity Gardens	87,000	124,261	124,261
Events	11,450	10,597	10,597
Miscellaneous	5,572	2,703	2,703
Insurance	5,000	4,075	4,075
Utilities	6,500	9,421	9,421
Legal Services	20,000	8,640	8,640
Total Public Welfare	3,223,656	2,817,747	2,831,835
Capital Outlay	51,480	35,267	35,267
Total Expenditures	3,275,136	2,853,014	2,867,102

SUPPLEMENTAL SCHEDULE

CUNNINGHAM TOWNSHIP, ILLINOIS

**Schedule of Assessed Valuations, Tax Rates, Extensions and Collections - Last Nine Fiscal Years
June 30, 2025**

See Following Page

CUNNINGHAM TOWNSHIP, ILLINOIS

**Schedule of Assessed Valuations, Tax Rates, Extensions and Collections - Last Ten Fiscal Years
June 30, 2025**

	2015	2016	2017
Assessed Valuation	\$ 523,103,317	545,974,455	557,884,512
Tax Rates			
Town	0.1497	0.1435	0.1404
Mental Health	0.0657	0.0629	0.0616
Revenue Recapture	—	—	—
Total Tax Rates	0.2154	0.2064	0.2020
Tax Extensions			
Town	\$ 783,086	783,473	783,270
Mental Health	343,679	343,418	343,657
Revenue Recapture	—	—	—
Total Tax Extensions	1,126,765	1,126,891	1,126,927

2018	2019	2020	2021	2022	2023	2024
583,475,063	596,954,779	605,365,820	624,361,213	693,472,254	751,677,610	894,658,391
0.1354	0.1386	0.1386	0.1253	0.1221	0.1155	0.1109
0.0676	0.0670	0.1629	0.1762	0.1794	0.1814	0.1743
—	—	—	0.0028	0.0022	0.0026	0.0021
0.2030	0.2056	0.3015	0.3043	0.3037	0.2995	0.2873
790,025	827,379	839,037	842,640	914,598	937,730	992,176
394,429	399,960	986,141	1,184,942	1,343,808	1,472,764	1,559,390
—	—	—	18,830	16,479	21,109	18,788
1,184,454	1,227,339	1,825,178	2,046,412	2,274,885	2,431,603	2,570,354

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN
ACCORDANCE WITH *GOVERNMENTAL AUDITING STANDARDS***



**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL
STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENTAL AUDITING STANDARDS**

December 12, 2025

Members of the Board of Trustees
Cunningham Township
Urbana, Illinois

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and each major fund of the Cunningham Township (the Township), Illinois, as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Township's basic financial statements, and have issued our report thereon dated December 12, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Township's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Township's internal control. Accordingly, we do not express an opinion on the effectiveness of the Township's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements, on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the Township's financial statements will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Township's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Cunningham Township, Illinois
December 12, 2025

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Township's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Township's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Lauterbach & Amen, LLP
LAUTERBACH & AMEN, LLP



Cunningham Township
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Cunningham Township Supervisor's Memo Jan 12, 2026

Town Bills Report Nov. 2025

- Town Fund: \$77,525.40
- General Assistance Fund: \$420,337.97
- TOTAL Expenditures: \$497,863.37

Winter Sheltering Update

Our goal is everyone inside for winter as we work towards housing as a human right



Housing Authority Funded Shelter Expansion

Housing Authority has approved one time funding of \$367,760 for CTSO for three projects:

- \$99,760 to double capacity for family emergency shelter adding 8 more units.
- \$120,000 for emergency housing for 10 workforce development participants.
- \$148,000 for rental assistance to prevent homelessness or provide move-in support for residents experiencing homelessness.



December updates: CTSO followed up with the 15 landlords interested in partnership from our Lunch and Learn outreach event October 23. The town board authorized signed leases in December. Details are provided below but in summary in Dec:

- **6 homeless Urbana families** entered private apartments rented by CTSO with HACC funds, with 2 more families slated to move in this month.
- **8 homeless Careers in Motion participants** moved into private apartments rented by CTSO with HACC funds. 2-4 units of funds remain for the next cohort of CIM participants.
- HACC funded rental assistance is commencing now that CDBG funds are exhausted.

Public Winter Emergency Shelter

PWES offers 100 cots in safe, congregate shelter for men and male identified residents. Currently open 8pm to 8am or when wind chill is 20 or below or during severe weather events. Residents must screen in advance; transport is provided to the shelter from STRIDES.

The United States, Illinois, and Champaign County are all experiencing the highest rates of homelessness since counts began 25 years ago. In November, Cunningham Township and STRIDES created a deduplicated list of **76 qualifying adult men** actively unsheltered as STRIDES was at capacity. CTSO, in close collaboration with Friend In Me and CUPHD, produced an expanded winter shelter and opened Nov. 25th ahead of severe weather.

PWES is funded through \$115,000 one-time winter shelter expansion funds from IDHS along with \$74,705 in repurposed IDHS funds, primarily through a reduction in our hotel units. CTSO staff provide oversight, case management, facilities management, grants management, and accounting, partially funded through the City of Urbana HHI grant. Food and supplies are funded by UC Quaker Friends, Dr. Anne Robins, AKA Yarns Studio, and dozens of Angel Donors.

Funds for night time have been secured; additional funds are needed to pay for day time hours or any date extension. The shelter is scheduled to close April 30, 2025. Funding proposals to the City of Urbana, City of Champaign, Champaign County, and CUPHD are in progress. The City of Urbana is considering a proposal for \$37,000 which would pay for ~1400 person hours. We are eager to add hours to engage with case managers/health care support.

104 individuals have spent at least one night in PWES since its opening. Typically **45 to 55** gentlemen stay per night supported by 3 staff members; the maximum number in one night has been **65**. The men receive a light dinner and hot breakfast and coffee; on Thanksgiving and Christmas they were provided meals on site. All residents receive bus passes, and have access to showers, limited laundry and storage, and service referrals. By the end of January, residents will have greater access to on-site laundry, and those with housing options will be provided a dedicated case manager to support exits by the end of April. In December, 1 resident was permanently banned due to a physical altercation. Zero complaints have been made.

Preliminary Data Analysis of PWES

28% (29) men are 55+ Age range of 17-72 with average age of 45 years old.

61% (64) list a disabling condition with 45 men stating disabled status.

65% (68) have Medicaid but 35% do not.

39% (41) report some form of income upon entrance; of these

14 men (13% of total) report earned income;

the rest receive disability (19), retirement (3) or general assistance (4)
2% (2) report being a veteran and are being referred to vet services.

Winter Shelter Residents - Time in Champaign County

- **62% (65 men) have been in Champaign County 2+ years – of these, 48 men have 10+ years of residency.**
- 14% (15) have been in the county 4 months to 2 years.
- 24% (25) arrived in Champaign County within 0-3 months. Of these:
 - 2 came for employment, 5 came for family in the area, 4 were stranded and are looking to go home, 1 was fleeing DV, 3 came for hospital services, 1 for court.
 - Only 2 came to seek shelter; 3 said they “needed a change.”
 - 3 were dropped by DCFS case worker - youth ages 17, 18, and 19 - which is concerning. We have followed up with DCSF (St. Louis and Deerfield, IL) for appropriate placement, with some success.
- Of the 28 here for less than a year, 10 have exited the shelter and of them 1 stayed locally, 6 left the town or state.

Winter shelter - Time in Champaign County	#	%
Under 1 month	20	19.23%
1-3 months	5	4.81%
4-6 months	3	2.88%
7 months-11 months	0	0.00%
1-2 years	12	11.54%
3-4 years	9	8.65%
5-8 years	5	4.81%
6-9 years years	2	1.92%
10 years or more	48	46.15%
Unknown	0	0.00%
Total participants	104	100.00%

For those in CU for under a year who exited shelter, where did they exit to?	#	%
IL - In Town	1	10.00%
Out of State	4	40.00%
IL - Out of Town	2	20.00%
Unknown	3	30.00%
Total exits	10	100.00%

General Assistance Team

Case Summary

- 13 new General Assistance applications were submitted in December (unchanged from 13 in November)
- **86 active cases** (down from 95 in November)
 - 14 participants are enrolled in Careers in Motion workforce development
 - 59 on Disability & Wellness track seeking SSI/SSDI (down from 57 in November)
 - 3 on Education and Employment track (down from 8 in November)
 - Residents who are currently on the education and employment track are eligible for General Assistance up until February, where they will receive their last General Assistance check. At this time, they will have the opportunity to apply for Careers in Motion's second cohort. This number may fluctuate as cases may be closed or individuals may appeal.
 - 0 on TANF track (down from 1 in November)
 - 5 are temporarily exempt from work requirements
 - 5 on Housing First track (down from 6 in November)
- **15 homeless, a decrease from 30 from November** – due to HACC funding for CIM, housing navigation support, and clients finding temporary housing during the colder months.

Disability and Wellness

General Assistance is a monthly grant for Urbana residents who are disabled – with supportive services to stabilize housing & health, and apply for disability.

- The General Assistance Team is continuing to assist with SSI/SSDI applications after the closure of the SOAR TA Centers. SOAR technical assistance has come back to Illinois via Parkwyn Training and Consulting, a consulting organization run by former staff members at the SOAR TA Center.
- 8 assisted with SSA navigation in December alone.
By comparison 9 were helped in FY25.
- 13 awarded SSI/SSDI in FYTD. (20 were awarded in FY25).

Careers In Motion

Careers in Motion is a workforce development program for Urbana residents who are out of work or underemployed, providing supportive services to seek and train for work.

Careers in Motion (CIM) is a new workforce development program at CTSO that launched Nov 1, 2025. It represents a transition from GA-Community Work Program — our old entitlement program -- to a social service program residents must apply for.

CIM is a year-long program that has the capacity to serve up to 20 township residents at a time. It is meant for no or very low income residents who are able to work, but have no or very low income and barriers to employment. The first three months of the program participants serve at Salt and Light to get used to a schedule, attend classes in workforce preparedness, establish bank accounts, do career exploration, and interview at sponsor host sites. Host sites are non-profit or public organizations where they will serve as "Careers in Motion interns" 20 hours a week for nine months. The host site may hire them directly at any time. CTSO pays a stipend to CIM interns and provides essentials (bus pass, work clothes, supplies). Participants are able to retain SNAP food benefits by working. Participants are required to engage in monthly case management as they work to clear up credit, seal evictions and criminal background, and address other barriers to work.

Participants are encouraged to seek additional part-time work or schooling to augment the 20 hours. CTSO can pay limited school and certification fees. In the last two months of the program we focus on securing direct employment with the host site or a new employer. Thanks to a grant from HACC, participants who are homeless are housed in apartments rented by CTSO for this program. 8 fit this criteria and moved in before the holidays.

The program currently has 14 active participants and are preparing to interview with host sites for placement in February.

Housing First Payments

Housing first is a program to support current and former GA participants who struggle to pay rent consistently, to stay housed in subsidized housing by paying rent on their behalf.

- Dec: 13 housing first participants
 - 5 former GA participants had their rent paid to keep them housed.
 - 8 current GA participants had their rent deducted from their GA check and paid directly to their landlord.

CARES Team

CARES Team (Cunningham Township Assessment, Response & Emergency Services) responds to immediate needs with in-office and field assessment and referral services for residents experiencing homelessness, displacement, hunger, utility shut offs, and lack of transportation.

Incoming calls to CTSO remain high but have reduced in the past two months. Here are an accounting of calls for CTSO service (not including CTSO cell phones used by street outreach workers and case managers in the field) this calendar year:

- 1,606 in Dec (one week of closure)
- 1,142 in Nov
- 2,003 In October
- 1,848 in September
- 1,859 in August
- 2,207 in July

Rental Assistance

Rental assistance is for Urbana households behind on rent or homeless moving into housing.

- 56 applications were processed, down from 60 in November.
- In December we spent \$34,561 on rental assistance to help 25 households - compared to \$40,179 (28 households) in November.
- CTSO has largely exhausted its CDBG rental assistance funding from the city.
- We expect to expend \$148,000 in rental assistance through HACC as budgeted.

Utility Assistance

Utility assistance supports Urbana residents whose power or water are shut off or about to be shut off with no other option.

- LIHEAP opened again October 1.
- **YTD: 177 Households served with utility allowance totalling \$61,910.**
By comparison in FY25: 376 hh served with \$116,192 in utility assistance)
- December: 7 hh with \$1,711.
Numbers are low due to Ameren inability to disconnect, and funds from LIHEAP

Transportation

All CTSO participants are screened for transportation access and provided tokens, short term or long term bus passes or referred for DASH passes and/or paratransit.

- December: 7 bus passes, down from 11 in Nov.

Street Outreach

CTSO provides street outreach in Champaign County with a focus on Urbana and core urban areas. Outreach services include food, transportation, water, hygiene kits, tents, and sleeping bags, referral to services, weather appropriate clothing and engagement events. Members of the public may call CTSO for wellness checks for residents who may be homeless.

- To date served: 332 households representing 413 residents (since program start 9/2021)
- Last month on record (December):
 - 45 people served, down from 86 in November
 - The majority of the individuals on the Street Outreach list have safely identified shelter with the expansion of winter emergency shelter.

Families Experiencing Housing Insecurity

CTSO takes referrals of families from USD 116, Crisis Nursery, and CTSO staff and screens for services such as rental assistance, emergency housing, income, food, and other needs.

Referral tracker

- All time:
 - 280 families referred from USD 116, including 730 children (since program start 4/21/22). 35 families from Crisis Nursery, including 54 children (since 11/2024 - the date of accepting digital referrals).
- Last FY
 - 105 referrals of housing insecure Urbana families: 80 from USD116 and 25 from Crisis Nursery. Referrals rose 8% between FY24 and FY25.

December activity

- **9 referrals** were received in December for families experiencing housing insecurity (down from 10 in November):
 - 2 referrals from Crisis Nursery
 - All referrals were contacted and scheduled for a Centralized Intake for the

- Homeless (CIH)
 - 6 families referred by USD116
 - 4 families were referred to complete a CIH and added to the priority list for family shelter
 - 1 family was referred to apply for General Assistance
 - 1 family was referred to RPC's Shelter Diversion program
 - 1 family referred by a third party
 - This family was ineligible for services
- RPC opened a congregate shelter for families experiencing homelessness 11/3/25. All referrals to CTSO are given information about this immediate shelter. Only a handful of families have accessed it. **CTSO surveyed families about barriers for congregate family shelter.** Participants reported these barriers: trauma/inability to sleep with strangers in the room, no place to secure things, household size, missed narrow intake time, transportation, hours of operation – have to leave too early, does not work for 3rd shift workers. These have been reported to RPC and CSPH.

Housing Navigation & Supportive Services

Our Housing Navigation Team Lead works with homeless participants to connect with all available housing opportunities and provides supportive services to help maintain housing.

- 13 households were actively enrolled in Housing Navigation in December:
 - 11 families with children
 - 2 eligible GA participants.
- 4 households successfully exited the HNSS program in Dec.
 - 1 family signed a lease and moved into permanent housing
 - 2 families moved into our family shelter program
 - 1 family moved into RPC's ESF (non-congregate) program
- 2 households unsuccessfully exited the program in Dec.
 - 1 family was exited due to no contact in over 90 days
 - 1 family was exited due to being incarcerated outside of Champaign County
- In Q1 & Q2 of FY26 (July 1- December 31), Housing Navigation served 32 households. 22 households successfully exited the program and 3 unsuccessfully:
 - 11 families exited Housing Navigation into Emergency Shelter
 - 8 families exited into CTSO's Emergency Shelter
 - 2 families exited into RPC's Emergency Shelter
 - 1 family exited into a rehab facility
 - 11 households exited Housing Navigation into housing

- 5 hh exited into Unsubsidized (market-rate) housing
- 4 hh exited into Subsidized housing
- 2 hh reunited with family
- 3 families exited Housing Navigation unsuccessfully
 - 1 hh chose to exit Housing Navigation voluntarily
 - 1 hh exited due to no contact in over 90 days
 - 1 hh exited due to becoming incarcerated outside of Champaign County.

Bridge to Home Housing Team

Bridge to Home Team operates a continuum of services for homeless residents in Champaign County.

Emergency Housing

If no other shelter option exists, short term emergency housing will be considered as long as the resident is meeting with a case manager, pursuing goals, and seeking permanent housing.

- Program Start 6/2020 through Dec, 2025: 176 households representing 250 individuals in CTSO-managed emergency programs including:
 - 125 households representing 186 individuals in emergency hotel shelter programs for individuals unable to stay in congregate shelter
 - 92 households/72 individuals in SMASS-funded hotel shelters (start 11/2024)
 - 102 individuals in PWES at Armory FY26
 - 47 individuals in PWES at CUPHD FY25
- In December:
22 households representing 34 individuals in hotels (up from 25hh and 37 individuals in September)
 - 8 households representing 16 individuals in ETH hotel shelter
 - 6 households representing 10 individuals in hotel housing funded with other funding sources
 - 8 families identified to move into expanded family shelter with HACC support.
- 102 households representing 102 individuals were sheltered in congregate Winter Shelter.

Rapid Rehousing

CTSO provides housing stabilization and up to 12 months of rent assistance to individuals and families experiencing homelessness in Champaign County.

- In December, we served 17 families with RRH:
 - 12 families in long-term RRHH (HOME funded)
 - 5 hhs served with short-term RRH since program start (ESG funded)
- Wait list: 4+ openings. Currently screening referrals to fill in the openings.

Transitional Housing for Urbana families

Emergency Housing for families with children in Urbana schools or at Crisis Nursery

In Family Shelter

- To date served: 96 including 114 adults and 193 children served (since July 2020)
- **127 days (4.25 months) average stay in shelter**
- Last month served:
 - 9 families in CSTO owned apartments for family shelter.
 - Intakes: 2. Exits: 3. Waitlist: 18
 - 6 families in family expansion shelter (HACC funded)

On the Prioritized waitlist

- **In December we case managed 23 literally homeless families on prioritized waitlist**
 - 14 were unsheltered
 - 2 were sheltered at Courage Connection
 - 1 family was residing in an unknown location/arrangement
 - 1 family was residing with friends/family but actively fleeing Domestic Violence
 - *There were an additional 3 families on the priority list who are McKinney-Vento homeless (couch surfing, self-paying at a hotel, etc.).*
- **Average wait time on the priority list for FY26 was 89 days** (as of Dec 31)

Housewarming Gifts

- Housewarming gifts are funded by private donations which are used to provide vouchers to formerly homeless households to buy furniture and housewares at Salt and Light in Urbana.
- To date served: 193 homeless households (since program start 2/2021)
- Last month served: 10 homeless households

OTHER ASSISTANCE

Angel Donor Funds

Township facilitates Neighbors Helping Neighbors through tax deductible [charitable donations](#) made to our Angel Donor Fund program. 100% of all donated funds are used directly to secure material needs on behalf of residents.

- Since program start: Total Angel Donor funds received through December since December 21, 2018: \$475,100
- Total Angel Donor funds received through December designated as LGBTQ: \$8,270
- **Total Angel Donor funds in November and December 2025: \$68,563**

Digital Inclusion

Digital Inclusion efforts include digital navigation training by the UI Community Data Clinic and operating a community Help Desk at the Urbana Free Library to support residents accessing and applying for services.

- The Help Desk is hosted on the 2nd floor of Urbana Free Library on Monday, Wednesday and Thursday 12-4pm and on Tuesday 4-8pm staffed by 1 Help Desk Lead Support and 3 participants of the Careers in Motion Program.
- Participants assisted in September 2025: 12
- Participants assisted in October 2025: 9
- Participants assisted in November 2025: 9
- Participants assisted in December 2025: 17
- In 2026, the Help Desk will expand its services to support more residents facing food, housing and income insecurity.

FOOD SUPPORT

Sharing Table

Sharing Table is a free food pantry delivery service to Urbana residents unable to access walk-in food pantries, in collaboration with Wesley Food Pantry and United Way

- Food delivery is meant to be a temporary service to residents while CTSO works with residents to address underlying causes of food insecurity.
- CTSO Food Guide copies are provided to every participant receiving food assistance, as well as directions to utilizing our CTSO Come and Eat garden and how to get a meal in an emergency from the CTSO food closet.
- December: 95 adults and 37 children as well as an additional 9 new households using the Sharing table for the first time.

Hunger Relief Station

The Hunger Relief Station offers snacks and ready to eat food at our 205 W. Green St. office.

- December CTSO was able to provide hunger relief from the CTSO Hunger Relief Station to 14 individuals who stopped in the office seeking food.

Solidarity Gardens

Solidarity Gardens reduces local food insecurity by supporting existing and new gardens to produce and distribute produce to those in need. It is in collaboration with the Urbana and Champaign Park Districts, Sola Gratia Farm, CUPHD, and area community gardens.

- We have **18** Affiliate Gardens registered this year through Solidarity Gardens
 - 15 Affiliate Gardens in Urbana
 - 3 Affiliate Gardens in Champaign
- Welcome to the newest addition to Solidarity Gardens - **G.R.O.W.T.H.** Garden, which stands for Growing, Resilience, Opportunity, Wellness, Tactfulness & Health! This garden will be **servicing the underserved youth of the Urbana Juvenile Detention Center.**
- Our Affiliate Gardens are currently hibernating for winter.
- **Appreciations!**
 - Many thanks to our SUN Grant from the City of Urbana that is funding several new projects, development, maintenance, and growth of our community gardens

- Many thanks to our NRC-SARE Grant, which is funding educational programming for our garden leaders, new volunteers and Free Garden Program participants, fostering leadership and stewardship of our many community gardens.
- Our Free Garden Program offers free gardening spaces to immigrant and low-income residents of Urbana and Champaign
 - In 2023 year, we had only 10 plots at Meadowbrook Park Gardens, in 2024 we had 52. Now in 2025, we have expanded to 61 total plots!
 - In 2025 we had 61 plots at five locations:
 - 14 plots at **Meadowbrook Park Gardens** in Urbana
 - 4 plots at **Victory Park Gardens** in Urbana
 - 4 plots at **Orchard Downs Gardens** in Urbana
 - we transitioned from quarter plots to full sized plots for the 2025 season
 - 22 plots at **Wood Street Gardens** in Urbana
 - and 17 plots at **Human Kinetics Park Gardens** in Champaign
 - For 2026, we have begun applications for the Free Garden Program.
 - Low-income and immigrant gardeners are encouraged to apply here: <https://forms.gle/y7g7xGHwhnBsZ2qQ7>



EVENTS

Educational Workshop “Grow More Good”: Planning and Companion Planting

- Sunday December 7th from 2:00pm-3:00pm
- at Sola Gratia Farm
- A collaboration between Sola Gratia Farm’s Community Classroom and Solidarity Gardens, Grow More Good has been a series of educational workshop designed to increase confidence and leadership in local community gardening, inviting in new and experienced gardeners alike and supporting our Solidarity Gardens by focusing on topics particularly helpful and relevant to the challenges they encounter.

- The Planning and Companion Planting workshop covered topics of whole-season garden planning, creating a plan and schedule during winter, different categories of potential crop plants and beneficial pairings, and resources to find more information. With nearly 30 people in attendance, local gardeners with relevant experience were also able to share their experiences and advice alongside an in-depth presentation provided by Events Coordinator & Farm Educator Jamie Pomahac Schweineke. A raffle for attendees provided a selection of books and gardener resources to provide additional direct support.

GROW MORE GOOD

FREE GARDEN WORKSHOP SERIES
HOSTED BY SOLA GRATIA FARM

Gardeners of all levels welcome!

This free workshop series aims to build community growing skills and connect gardeners who want to help feed our community through the Solidarity Gardens network.

A collaborative project of Cunningham Township Supervisor's Office, Sola Gratia Farm, and Urbana and Champaign Park Districts to build a resilient, community-based food system through gardening. Visit www.solidarity-gardens-cu.org to get involved!





THURSDAY, JULY 31, 4-5PM
TOMATO MANAGEMENT

Learn everything you need to know to grow great tomatoes easily, including choosing your varieties, trellising, and solving common problems.



SATURDAY, AUGUST 30, 2-3PM
SEASONAL GARDENING

Get the most out of the early spring and late fall seasons with tips and tricks for seasonal gardening. Part of [Sola Gratia Farm's Fall Gardening Fest, Aug. 29-30!](#)



THURSDAY, SEPTEMBER 25, 4-5PM
SEED SAVING

Make your garden more self-sufficient by discovering how to save your own seeds for the next season!



SUNDAY, DECEMBER 7, 2-3PM
GARDEN PLANNING AND COMPANION PLANTING

Discuss companion planting techniques for a more sustainable garden as you plan your gardening efforts for next year.

For more information and to register: solagratiacsa.com/events

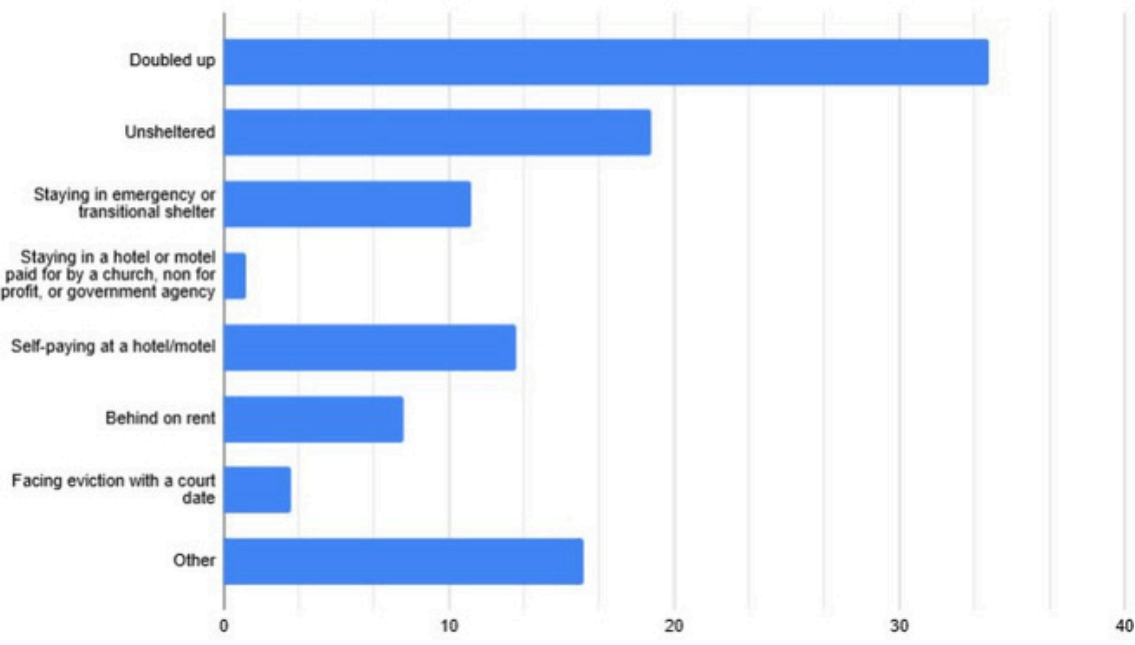
All workshops held at Sola Gratia Farm's
Community Classroom, 2200 Philo Road, Urbana, IL






Referrals for Families Experiencing Homelessness: Outcomes and Overview June 2024-July 2025

Housing Status Upon Intake



Summary:

FY25 our office received a total of 105 referrals, from USD116, Crisis Nursery, and CTSO Staff.

CTSO has 8 shelter units for families experiencing homelessness, and are shelter remained full, with a waitlist the entirety of the Fiscal Year. We had **17 families exit shelter** this year, including **13 families that moved into permanent stable housing.**

While awaiting placement into shelter, families with income may be connected with Housing Navigation services which may include:

- application assistance
- access to the Statewide Referral Network (SRN)
- Advocacy with landlords
- Advocacy surrounding Fair Housing concerns
- General Case Management

Information about referred households:

32% of referred households were HUD Homeless (unsheltered/some place unfit for human habitation, in emergency shelter) at the time of referral

18% of referred households were actively unsheltered at the time of referral

13% of referred households were actively fleeing Domestic Violence

5
 Families diverted from shelter and placed into long-term housing

78
 Individuals served in shelter, including 50 children

265
 Individuals served on our priority list incl. 174 children

\$1006
 Average Monthly Income of families on priority list

79
 Average # of days families are on the priority list

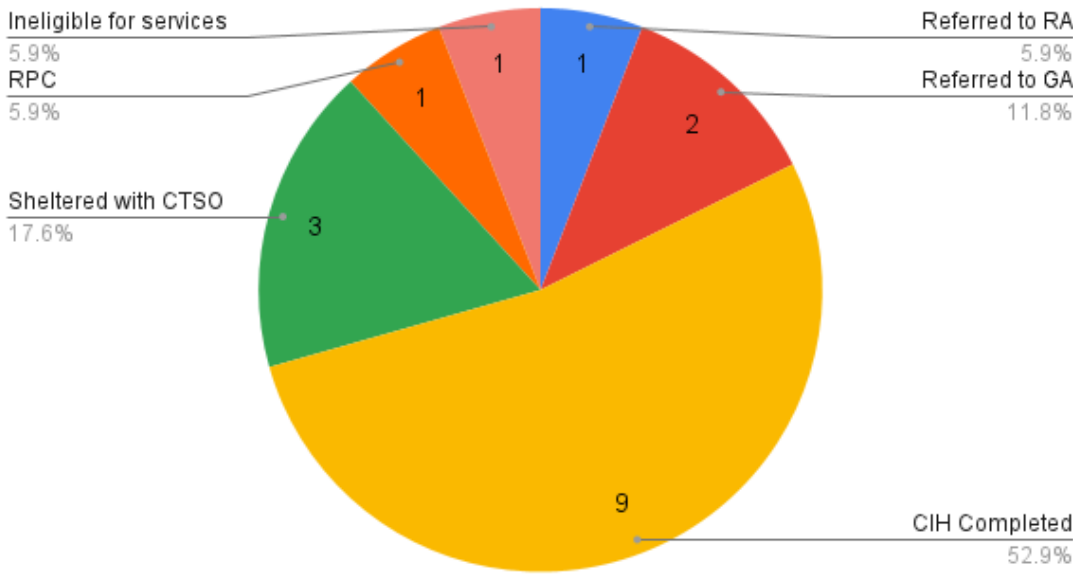


Cunningham Township
 Danielle Chynoweth, Supervisor
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September 2025

Crisis Nursery Referrals: Outcomes and Overview November 2024 - June 2025

Referral Outcomes 11/2024-6/30/2025



Summary:

Cunningham Township values our partnership with Crisis Nursery. With the transition to digital referrals, we'll be able to share a complete data set next year; this report reflects data collected since November 2024.

Though these numbers don't capture all of our collaboration, the new process will set us up for stronger outcomes. Thank you for your cooperation and for bringing questions forward as we improve together.

Information about Crisis Nursery referred households:

56% of referred households were HUD Homeless at the time of referral

37.5% of referred households were unsheltered at the time of referral

25% of referred households reported actively fleeing Domestic Violence

16

Recorded referrals from Crisis Nursery since November 2024

22

Children represented on referrals submitted from Crisis Nursery

265

Individuals served on our priority list, incl. 174 children

\$1006

Average Monthly Income of families on priority list

79

Average # of days families are on the priority list

September 2025



Cunningham Township

Danielle Chynoweth, Supervisor

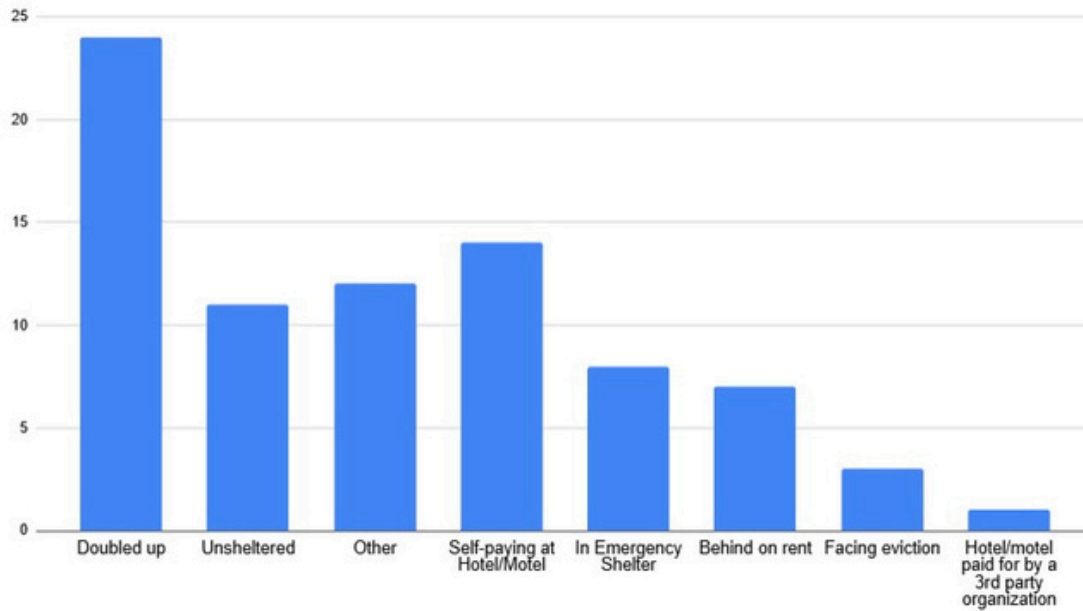
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(217) 384-4144 • FAX: (217) 367-7603

WWW.CTSO.ORG

USD116 Referrals FY25: Outcomes and Overview

Housing Status Upon Intake



About Urbana School District referred households:

29% of referred households were literally homeless at the time of referral (in emergency shelter, unsheltered, facing eviction).

14% of referred households were unsheltered at the time of the referral (in a car, abandoned building, or outside).

30% of referred households were doubled-up (couch surfing, staying with others not on the lease).

13% of referred households were actively fleeing domestic violence.

Summary:

From July 2024–June 2025, CTSO received 105 referrals of housing insecure families; 80 were referred by USD116. Referrals went up 8% from FY24 to FY25.

CTSO has 8 temporary shelter units for families experiencing homelessness.

CTSO maintains a priority list, which is subject to change, daily, to ensure that families with the highest priority, are moving into shelter.

Last year, our shelter was full, with 2–20 families on our priority list at any given time.

13

Families successfully moved from shelter to permanent housing

224

Children referred from USD116

265

Individuals served on our priority list, incl. 174 children

79

Average # of days families are on the priority list

4.5

Average months families stayed in shelter, once entered

2026 City Council / Committee of the Whole / Township Meeting Dates

City Council/COW starts 7 PM

	Monday, January 05, 2026	
	Monday, January 12, 2026	Township
MLK Jr	Tuesday, January 20, 2026	
	Monday, January 26, 2026	
	Monday, February 02, 2026	
	Monday, February 09, 2026	Township
	Monday, February 16, 2026	
	Monday, February 23, 2026	
	Monday, March 02, 2026	
	Monday, March 09, 2026	Township
	Monday, March 16, 2026	
	Monday, March 23, 2026	
	Monday, March 30, 2026	Fifth Monday
	Monday, April 06, 2026	
	Monday, April 13, 2026	Township
	Monday, April 20, 2026	
	Monday, April 27, 2026	
	Monday, May 04, 2026	
	Monday, May 11, 2026	Township
	Monday, May 18, 2026	
Mem. Day	Tuesday, May 26, 2026	
	Monday, June 01, 2026	
	Monday, June 08, 2026	Township
	Monday, June 15, 2026	
	Monday, June 22, 2026	
	Monday, June 29, 2026	Fifth Monday
	Monday, July 06, 2026	
	Monday, July 13, 2026	Township
	Monday, July 20, 2026	
	Monday, July 27, 2026	
	Monday, August 03, 2026	
	Monday, August 10, 2026	Township
	Monday, August 17, 2026	
	Monday, August 24, 2026	
	Monday, August 31, 2026	Fifth Monday
Labor Day	Tuesday, September 08, 2026	
	Monday, September 14, 2026	Township
	Monday, September 21, 2026	
	Monday, September 28, 2026	
	Monday, October 05, 2026	
	Monday, October 12, 2026	Township
	Monday, October 19, 2026	
	Monday, October 26, 2026	
	Monday, November 02, 2026	
	Monday, November 09, 2026	Township
	Monday, November 16, 2026	
	Monday, November 23, 2026	
	Monday, November 30, 2026	Fifth Monday
	Monday, December 07, 2026	
	Monday, December 14, 2026	Township
	Monday, December 21, 2026	
	Monday, December 28, 2026	

RESOLUTION NO. T-2026-01-001R:

A Resolution Authorizing the Supervisor to sign a contract with Homebase (Continuum of Service Providers to the Homeless - IDHS Collaboration Grant FY26)

WHEREAS, Cunningham Township Supervisor's Office (CTSO) agreed to submit to IDHS a collaboration grant to support the Continuum of Service Providers to the Homeless (CSPH) in developing a strategic plan and improve policy, communications and operations; and

WHEREAS, CTSO was awarded \$80,828 from IDHS for such purposes; and

WHEREAS, CTSO and the CSPH created and open call for proposals, received 10 proposals, interviewed three candidates and determined the proposal by Homebase was the most fitting for CSPH's needs; and

WHEREAS, CSPH's membership voted to select Homebase as its preferred consultant with a proposal totaling \$65,000;

NOW THEREFORE BE IT RESOLVED by the Township Board of the Town of Cunningham authorizes the Township Supervisor to sign the attached agreement with Homebase to serve the Continuum of Service Providers to the Homeless.

Approved this January 12, 2026, by the Township Board of the Town of Cunningham, Champaign County, State of Illinois.

Darcy E. Sandefur, Town Clerk

Deshawn B. Williams, Chair



Homebase Proposal

To Champaign County Continuum of Service Providers to the Homeless

November 14, 2025

In Response to Request for Proposal for:

**Continuum of Service Providers to the Homeless (CSPH) Strategic
Planning Consultant**

Table of Contents

Cover Letter3

Qualifications and Relevant Experience.....4

Examples of Similar Work24

Client References and Spotlighted Projects.....26

Timeline and Proposed Approach28

Budget.....34

Cover Letter

November 14, 2025

Katie Harmon, Continuum of Care Coordinator
Continuum of Service Providers to the Homeless (CSPH) Executive Committee
Email: kharmon@ccrpc.org and work@ctso.org

Re: RFP Continuum of Service Providers to the Homeless (CSPH) Strategic Planning Consultant

Dear Executive Committee,

On behalf of Homebase, I am pleased to submit the following proposal in response to the **Request for Proposal for Continuum of Service Providers to the Homeless (CSPH) Strategic Planning Consultant**.

Homebase is a mission-driven nonprofit organization dedicated to building community capacity to end homelessness, reduce poverty, and foster thriving communities. For more than 35 years, we have supported communities to establish the programs and systems needed to help people experiencing or at-risk of homelessness to achieve housing stability, improve health and wellness, and maximize economic self-sufficiency.

We have built an extensive work portfolio with strategic planning, including expertise in data collection and analysis, understanding of best practices and strategies to address homelessness, and strong facilitation techniques to engage a broad range of stakeholders on plan development and implementation. We have identified a highly qualified team with a wide range of relevant expertise who will provide effective and responsive services to CSPH and its collaborators in this work.

Our approach to strategic planning is based on developing cross-system partnerships to build a strategy rooted in local strengths and challenges, starting implementation during the planning process to practice new ways of working together, and creating a strategy that can adapt to changes in needs, resources, or policies while still working towards common goals. We thank you for this opportunity to submit our application.

Respectfully,

Homebase

Qualifications and Relevant Experience

About Homebase

Homebase is a mission-driven nonprofit organization dedicated to building community capacity to end homelessness, reduce poverty, and foster thriving, inclusive communities. Founded in 1986, Homebase has more than 35 years of experience providing high quality services and support to help communities build their capacity to effectively prevent, address, and end homelessness.

Applying our more than three decades of experience in the homelessness response field and expertise that spans disciplines and geographies, Homebase works directly with communities to develop strengths-based, customized responses to their most pressing challenges. We partner with clients in the public and nonprofit sectors to identify barriers and key resources, refine their ideas and goals, and design scalable solutions. We facilitate robust and intentional collaboration across sectors and systems, cultivation of passionate leaders and leadership by people with lived experience, and skillful execution of policy and practice to achieve impactful and sustainable results. Our team of specially trained and experienced data and policy analysts, evaluators, and legal experts leverage their expertise to provide customized assistance grounded in the needs of each community we work with. Together, we develop responsive solutions with lasting impact.

Homebase's areas of specialization are extensive, including CoC design and implementation; community-based strategic planning; partnership development to enhance cross-sector and cross-agency collaboration; needs assessments and gaps analyses; sustainability planning and fundraising assistance; and program and system-level performance evaluation. As a national TA provider for HUD and SAMHSA, Homebase provides support and guidance around state and federal regulatory compliance procedures and requirements, and we bring deep expertise in this area. Our team is knowledgeable in applicable federal, state, and local policies and requirements relevant to homeless systems and our staff are well versed in the diverse and complex state and federal funding streams (e.g., CoC, ESG, EHV, ERA, HOME-ARP, etc.) available to optimize outcomes in ending homelessness, as well as the landscape of cross-sector funding streams such as Medicaid.

Homebase's wide range of experience working with CoCs; national, state, and local governmental agencies, nonprofits, and other partners have connected us with diverse stakeholders at each of these levels. Many of our projects engage stakeholders at a variety of governmental and nonprofit agencies, including

community-wide strategic planning and evaluation processes. Our teams bring an understanding of the motivations and perspectives of these groups and are adept at navigating relationships and bridging gaps across agencies, systems, and sectors to improve coordination and collaboration and make progress toward shared goals. Homebase has extensive experience with working directly with homeless systems, and our teams bring a solid understanding of how state and federal programs are implemented at the local level. In addition to their experience in a technical assistance provider capacity, many of our staff bring previous experience in CoC leadership and with direct implementation of housing and service programs. Additionally, Homebase's team includes staff who have experienced homelessness and housing insecurity themselves and have experience navigating homeless systems from that perspective.

Homebase Approach to Strategic Planning

Homebase will develop a customized planning process for Champaign County informed by a range of best practices which we have honed during our many previous homelessness strategic planning processes. While each process is unique to align with the goals and resources of each community, we have learned from these processes that key elements of successful strategic planning processes may include:

- Early recruitment and engagement of a **planning workgroup or leadership committee** that includes committed, diverse stakeholders and multiple people with lived experience of houselessness and/or housing instability, responsible for overseeing the process, guiding strategy development, and ensuring implementation.
- **Early implementation** of elements of the strategy that have broad consensus or few barriers to implementation, to practice new ways of working together toward shared goals, to show early progress, and to rapidly re-align where needed to be more effective, prior to finalization of the strategy
- **Assessing community resources and needs**, informed by key informant interviews, consumer and provider focus groups, surveys, review of key documents (including related state and local plans), and/or analysis of HMIS and other data.
- Identification of **high priority issues** and strategies to develop key elements of the strategy and targeted recommendations for addressing them, including cost estimates and implementation plans.

- Identifying **shared, key goals** that will change the trajectory of homelessness locally, including ways to measure and reflect progress, and high-level strategies to meet them, but allowing room for pivoting to respond to changing needs or resource availability.
- A process for **inclusive and authentic community engagement** of a wide range of cross-system partners in the planning and implementation process, including physical and behavioral healthcare, education, local police departments, court and probation systems, and elected officials.

Hallmarks of Homebase Approach

Rooted in Your Community: Homebase’s approach to strategic planning recognizes that the planning process is an opportunity to engage the full community and is vital to successful implementation of the plan. As such, we structure a transparent and open process that engages a full array of stakeholders, providing multiple opportunities to provide input through a variety of methods (interviews, surveys, focus groups, planning meetings) while being respectful of time constraints and other obligations. We also ensure that planning is based on a full understanding of local data and needs, aligns with state and federal policy and funding requirements, and incorporates best practices from around the nation. To this end, our agendas and planning tools are developed to provide participants with information that allows them to focus and target their input to be most useful and encourages innovation by tailoring approaches to respond to local context.

Designed for Adaptability: As a facilitator with many years of experience with strategy development and planning, Homebase is conscious of the risk of developing strategic goals and plans that will lose momentum during implementation. With this in mind, we focus on developing strategies and plans that are action-oriented and dynamic, with a clear path to implementation as well as a focus on adaptability. These plans are intended to be living documents, with flexibility to evolve with changing housing and service landscapes, shifting funding streams, and emerging best practices.

Our approach to creating a dynamic and adaptable strategy includes focusing on near term (~3 years) rather than 10 years into the future. Often, the overall strategy will be relatively high level, with clear measurements of progress, because new opportunities, new funding, and new partners will impact the best next steps. We build out detailed plans for only the first year(s) of implementation (e.g., identifying potential costs and funding streams for specific strategies, action steps and roles, and metrics to track and measure progress) and creating a process to make changes if progress is not being made.

Centered on Implementation: We focus on implementation starting as soon as possible in the strategy development process. Developing the practice of an iterative process, seeing what works, and making adjustments is the tool that will best serve a dynamic houseless system of care. Our hope is that early implementation allows partners to practice new ways of partnership, supports failing fast, provides a structure for redirection and rebuilding, draws new resources, and supports the re-creation of a homeless system of care that is aligned with shared community priorities.

Focus on: Data Analysis and HMIS

Homebase has extensive experience collecting and analyzing qualitative and quantitative data, including interviews and focus groups with consumers, housing/service providers, and other key stakeholders; screening and assessment tools and results; deidentified client-level data from HMIS; policies, procedures, and governance documents; observation of assessment processes; and cost and resource data. We have expertise on the reporting capabilities of all major HMIS platforms, including the development of advanced and custom reports, and leveraging mainstream database and statistical tools, including Tableau and SPSS.

Specifically, Homebase has experience and expertise using data and evaluation to promote equity. Our recent work in this area includes: equity focused Communities of Practice covering use of data to understand strengths/challenges; racial Equity Action Labs using analysis of data to identify disparities; numerous CES evaluations/redesigns and gaps analyses to identify disparities and strengthen equitable access and outcomes; and staffing for HUD's Race and Ethnicity Data Team and Data and Performance Workgroup, equity review of the HMIS Data Manual, and development of national materials to support racial equity evaluation.

Our Proposed Team

We propose a team of highly qualified and experienced staff with the collective expertise and skills necessary to support the planning process and provide excellent support in fulfillment of this project. We have identified staff to be assigned to this project based on the range of experience they bring, including extensive experience providing planning support to communities across the country as well as in-depth understanding of homelessness and housing policy and programs, effective strategies, and best practices. They each have sufficient availability for this project.

Our proposed team will consist of the following staff members. Full resumes may be found at the end of this section.

1) Project Director Role - Bridget Kurtt DeJong, Director of Capacity Building

Bridget has 19 years of experience at Homebase supporting communities and agencies to build capacity to address homelessness and is a member of Homebase's senior leadership team. **Bridget's roles for this project will be providing high level oversight and support for the project, ensuring the team is equipped to carry out the project and providing quality assurance for all deliverables and services.** As Director of Capacity Building, Bridget oversees Homebase contracts with states and local communities, providing quality control, content support, and subject matter expertise, as well as technical assistance on a wide range of topics relating to housing and homelessness. She assists with program design and implementation, provides technical assistance and training on a variety of program and policy issues, conducts needs assessments, facilitates community-driven strategic planning processes, and helps communities to carry out system and program level evaluations. Bridget also provides direct agency capacity-building support to enhance program and system capacity and quality of care and leads Homebase's efforts to support non-urban and under-resourced communities.

Bridget has led many efforts to identify and address system needs and goals in communities across the country and supported numerous community-led planning processes. Recent examples include facilitation of a strategic plan for Missoula, MT; support for a plan in Tahlequah, OK; Springfield and Sangamon County, IL's Strategic Plan to Address Homelessness; and San Luis Obispo, CA Strategic Plan to Address Homelessness. Bridget is based in Central Missouri. She holds a JD from New York University School of Law.

2) Project Lead Role - Mary Simons, Directing Analyst

Mary has dedicated over 20 years to designing and implementing housing and services programs that serve vulnerable populations, creating agency capacity to receive public funds through training, TA, and support for revising agency policies and practices. **As the Project Lead, Mary will serve as the main point of contact for the project team. She will ensure that all elements of the scope of work are carried out and will provide day-to-day management, support, and subject matter expertise to guide the project team.**

She has on-the-ground experience leading homeless response systems, having previously served as Executive Director of the Open Doors Homeless Coalition, the collaborative initiative leading homelessness response in southern Mississippi. In that role, she worked collaboratively with over 50 member organizations across six counties to build solutions to prevent and address homelessness. She led the organization to achieve community goals through implementation of HMIS,

coordinated entry, and CoC processes, monitored organizational and community performance, and developed strategic partnerships with community-based agencies, local government agencies, businesses, advocates, and people with lived experience of homelessness and housing instability.

As an independent consultant, Mary also provided consulting services for the U.S. Interagency Council on Homelessness (USICH), the City of Chattanooga, TN, and the State of Mississippi. Mary brings experience implementing direct service programs including homelessness prevention, permanent supportive housing, and rapid rehousing programs, and expanding resources and partnerships to support people who are unhoused and living with mental illness. She joined Homebase in 2023 and provides leadership and subject matter expertise for Homebase's work in rural and emerging communities. She has supported strategic planning processes in several communities, including Tahlequah, OK, Ohio Balance of State CoC, and Mississippi Balance of State CoC. Mary is based in Gulf Coast Mississippi. She holds a master's degree in Marriage and Family Therapy with a concentration in Systems Theory from the University of Southern Mississippi.

3) Project Staff Role - Lindsey Barranco, Directing and Data Analyst

Lindsey has over 20 years of experience leveraging data for systems improvement, strategic planning, and performance management with specialized experience providing technical assistance that supports implementation and evaluation of evidence-based solutions to end homelessness. **As the Data Analyst, her role will be overseeing the data gathering and analysis elements of the project using both quantitative and qualitative data.**

Lindsey has a strong track record in cross-sector collaboration, federal grant management, and translating complex data into actionable insights. She has experience leading a Balance of State Continuum of Care to address homelessness across 152 counties. Lindsey is on the Rural and Emerging Communities Initiative at Homebase which focuses on empowering rural and emerging communities through data-driven decision-making, strategic planning, and program evaluation. Lindsey is currently working on data analysis and strategic planning in Mississippi Balance of State, Springfield, IL and San Bernadino, CA. Lindsey is based in Atlanta, GA. Lindsey has a Doctor of Philosophy in Clinical-Community Psychology from the University of South Carolina.

4) Project Staff Role - Kenya Rawls, Directing Analyst

Kenya brings 21 years of direct service experience in specialized homeless and housing services. **As staff on this project, Kenya will support all elements of work plan implementation including information gathering, research and analysis, engagement, planning, and plan drafting.**

At Homebase, Kenya works with homeless systems across the U.S. to provide training and technical assistance to advance best practices and strengthen systems. She supports evaluation and develops recommendations to address needs and goals according to evidence based best practices in homelessness and housing policy. In addition to extensive understanding of the homeless response system and direct service provision, Kenya brings an ability to lead productive discussion and inclusive stakeholder engagement activities, including focus groups and other community convenings to inform strategy development, action plans, and resource allocation. Her own lived experience of homelessness gives her additional insights on navigating the system from a client perspective and a deep understanding of homelessness and its personal impacts.

Prior to joining Homebase in 2022, she served as Regional Director for the Santa Clara County Career Center and spearheaded a Rapid-Rehousing Employment Initiative expansion project that systemically integrated workforce development solutions into the county's homeless and housing system. At Homebase, Kenya works with homeless systems across the U.S. to provide training and technical assistance to advance best practices and strengthen systems. Kenya is currently working on strategic plans in Ohio Balance of State CoC and Mississippi Balance of State CoC. Kenya is based in west-central Ohio. She holds Bachelor of Arts degrees in Behavioral Science and in Sociology from San Jose State University.

RESUMES

Bridget Kurtt DeJong

Director of Capacity Building

Bridget brings 19 years of experience at Homebase supporting communities and agencies to build capacity. As Director of Capacity Building, Bridget oversees Homebase contracts with states and local communities, providing quality control, content support, and subject matter expertise, as well as technical assistance on a wide range of topics relating to housing and homelessness. She assists with program design and implementation, provides technical assistance and training on a variety of program and policy issues, conducts needs assessments, facilitates community-driven strategic planning processes, and helps communities to carry out system and program level evaluations. Bridget also provides direct agency capacity-building support to enhance program and system capacity and quality of care and leads Homebase's efforts to support rural, semi-rural, and under-resourced communities. She has worked with Homebase since 2006.

RECENT HIGHLIGHTS

- 2025** Providing capacity building support to new homeless system coordination staff across multiple communities
- 2024** Strategic Planning - Missoula, MT
- 2024** Strategic Plan to Address Homelessness - Tahlequah, OK
- 2024** Data into Knowledge - National webinar for small, rural, and emerging communities
- 2023** Identifying Racial Inequities through Data Provider Training - San Luis Obispo, CA
- 2022** Heartland HOUSED Strategic Plan to Address Homelessness - Springfield / Sangamon County, IL

AREAS OF EXPERTISE

Technical Knowledge of State and Federal Programs

- Directs teams providing TA and training on compliance and implementation of best practices for federally funded programs (ESG, CoC)
- Provides targeted TA and support to under-performing CoCs and agencies
- Develops governance charters, policies, and procedures with CoCs and assists with grant administration and monitoring

- Creates tools and trainings to support small, rural, or new CoCs to learn the CoC program, lead their CoC, and respond to annual NOFO process for federal CoC funding

Data, Analysis, and Evaluation

- Assists CoCs with data management and utilization to guide planning, system improvements, and program development and operation
- Expertise with HMIS transitions, including providing support to CoCs in the operation and improvement of their systems
- Conducts a wide range of needs assessments/gaps analyses to evaluate and understand local and regional needs, informed by robust data collection and stakeholder input
- Supports communities in analyzing data to identify disparities in access and outcomes and develop and implement strategies to eliminate gaps and advance equity
- Guides performance measurement system design and implementation, including provision of staff trainings and guidance on monitoring and assessing performance and using data to guide policy and decision-making

System Building and Facilitation

- Supports communities in identifying priorities, designing resource allocation systems, and evaluating funding use
- Facilitates strategic planning efforts to address homelessness, informed by robust data collection and analysis and community engagement, that identify community priorities, obtain stakeholder commitments, and isolate key metrics of success
- Led strategic planning processes and development of ten-year plans to end homelessness in multiple communities, including Yolo, San Francisco, and Santa Clara Counties, CA, and Tulsa, OK, and numerous five-year plans and action plans in CA and across the U.S.
- Assists with design, implementation, and evaluation of coordinated entry systems, including overall system redesigns

Capacity Building and Advancement of Best Practices

- Supports board development, agency transitions, and change management in homeless systems and housing and service programs
- Provides program and system-level TA and training to improve housing outcomes and reduce barriers
- Provides training and TA on grants management, housing standards, Housing First best practices, and assisting people with accessing benefits and other mainstream resources

Population-Specific Expertise

- Supports rural community efforts to build capacity and design effective systems and projects
- Led Northern CA and Central CA Roundtables - regional peer networks supporting action on homelessness in rural areas
- Provides capacity-building, peer-based assistance with HUD CoC requirements in rural communities and supports planning and program design efforts

PROFESSIONAL EXPERIENCE

Homebase	<i>Director of Capacity Building</i>	2021-Present
	<i>Director of State and Local Programs</i>	2011-2021
	<i>Senior Staff Attorney</i>	2008-2011
	<i>Staff Attorney</i>	2006-2008
Orrick, Herrington & Sutcliffe, LLP	<i>Global Finance Associate</i>	2003-2006
Legal Aid Society, Civil Division	<i>Orrick, Herrington & Sutcliffe Extern</i>	2005
Brennan Center Public Policy Clinic at the Center for Constitutional Rights	<i>Student Advocate - Policy Strategy</i>	2002-2003
Women's Institute for Leadership Development (WILD) for Human Rights	<i>Legal Intern</i>	2001

EDUCATION

Juris Doctorate *New York University School of Law*
Bachelor of Arts *University of Iowa*

Mary Simons

Directing Analyst

Mary has dedicated over 20 years to designing and implementing housing and services programs that serve vulnerable populations, creating agency capacity to receive public funds through training, TA, and support for revising agency policies and practices. Mary joined Homebase as a Directing Analyst in 2023 and supports our Emerging Communities initiative, working with small, rural, and semi-rural communities around the country to build their capacity to respond to homelessness. Mary previously served as Executive Director of the Open Doors Homeless Coalition, the collaborative initiative leading homelessness response in southern Mississippi. She led the organization to achieve community goals through implementation of HMIS, coordinated entry, and CoC processes, monitored organizational and community performance, and developed strategic partnerships with community-based agencies, local government agencies, businesses, advocates, and people with lived experience of homelessness and housing instability. Mary brings experience implementing direct service programs including homelessness prevention, permanent supportive housing, and rapid rehousing programs, and expanding resources and partnerships to support people who are unhoused and living with mental illness.

RECENT HIGHLIGHTS

- 2025** Leading strategic planning efforts for Ohio Balance of State and Mississippi Balance of State CoCs
- 2025** Presented on national webinar for homeless services providers related to Financial Stability in Uncertain Times
- 2024** Coordinated Entry System Workshop - Open to and attended by small, rural, and emerging communities from across the country
- 2024** Training on Compliance for CoC Service Providers Receiving CoC Funds - Heartland Housed CoC, Sangamon County, IL
- 2024** Housing-focused Outreach Visioning Session for Unsheltered and Rural Initiative - Charleston, SC

AREAS OF EXPERTISE

Technical Knowledge of State and Federal Programs

- Leads teams providing TA and training on compliance and implementation of best practices for federally funded programs (ESG, CoC, YHDP)
- Provides guidance on federal and state program requirements

- Provides targeted TA and support to CoCs and agencies
- Develops governance charters, policies, and procedures with CoCs and assists provider agencies with grant administration and compliance
- Creates tools and trainings to support small, rural, or new CoCs to learn the CoC program, lead their CoC, and respond to annual NOFO process for federal CoC funding
- 15+ years of experience managing local CoC competitions and drafting CoC grant applications that expanded CoC resources

Data, Analysis, and Evaluation

- Assists CoCs with data management and utilization to guide planning, system improvements, and program development and operation
- Conducts needs assessments/gaps analyses to evaluate and understand local and regional needs, informed by robust data collection and stakeholder input
- Oversaw management of CoC HMIS data system and Coordinated Entry processes
- Has provided training on outcomes analysis and produced annual SPMs and LSAs

System Building and Facilitation

- Facilitates strategic planning efforts to address homelessness, informed by robust data collection and analysis and community engagement, that identify community priorities and strategies to work toward shared goals
- Assists with design, implementation, and evaluation of coordinated entry systems, including overall system redesigns
- Worked collaboratively with over 50 member organizations across six counties to build solutions to prevent and address homelessness in southern Mississippi

Capacity Building and Advancement of Best Practices

- Supports board development, agency transitions, and change management in homeless systems and housing and service programs
- Provides program and system-level TA and training to improve housing outcomes and reduce barriers
- Provides training and direct TA to build capacity of local providers to implement best practices and strengthen their programs to improve outcomes for people experiencing homelessness
- Has provided training on Housing First, Motivational Interviewing, and Harm Reduction

Population-Specific Expertise

- Supports rural community efforts to build capacity and design effective systems and projects

- Provides capacity-building and peer-based assistance with HUD CoC requirements in rural communities and supports planning and program design efforts
- Led 6-county region to end veteran and chronic homelessness as defined by federal partners
- Wrote Youth Community Plans in close partnership with local Youth Action Board in southern Mississippi

PROFESSIONAL EXPERIENCE

Homebase	<i>Directing Analyst</i>	2023-Present
Open Doors Homeless Coalition	<i>Executive Director/CEO</i>	2013-2023
Independent Consultant		2004-2014
Chattanooga Homeless Coalition	<i>Executive Director</i>	2010-2012
TDMHDD In Partnership with AIM Center	<i>Regional Housing Facilitator</i>	2001-2003

EDUCATION

Master of Science, Marriage and Family Therapy with Concentration in Systems Theory
University of Southern Mississippi

Licensed Marriage and Family Therapist 2003-2013

AAMFT Clinical Fellow 2003-2013

John Maxwell Leadership Certification: Speaker, Trainer, Coach, 2014

Lindsey Barranco

Directing Analyst

Lindsey has over 20 years of experience leveraging data for systems improvement, strategic planning, and performance management. She specializes in technical assistance and evidence-based solutions to end homelessness and violence, with a strong track record in cross-sector collaboration, federal grant management, and translating complex data into actionable insights. While at CDC, Lindsey led technical assistance, training, and capacity-building efforts for state and local organizations, developed impactful online tools to support evidence-informed prevention, and spearheaded performance measurement and data-driven decision-making to strengthen program effectiveness and strategic impact of funding. She co-chaired CDC's Public Health and Homelessness Workgroup and supported development of COVID-19 guidance for homeless service providers in collaboration with other federal agencies. Prior to working at CDC, Lindsey provided technical assistance and training to Continuums of Care across the country on behalf of HUD in addition to leading mixed-method program evaluations, translating research into practical guidance, and managing high-impact projects to improve systems addressing homelessness. She has experience leading a Balance of State Continuum of Care to address homelessness across 152 counties. Lindsey is on the Rural and Emerging Communities Initiative at Homebase which focuses on empowering rural and emerging communities through data-driven decision-making, strategic planning, and program evaluation. In this role, she leverages her expertise to ground community decision-making in data and implementing evidence-based strategies to combat homelessness.

RECENT HIGHLIGHTS

2025 Participating in data analysis and strategic planning efforts for Mississippi Balance of State CoC, Springfield, IL and San Bernadino, CA

AREAS OF EXPERTISE

Technical Assistance and Best Practice Implementation

- Delivers program and system-level TA and training to improve housing outcomes and reduce barriers
- Delivers TA and training on compliance and implementation of best practices for federally funded programs
- Provides guidance on implementation of federal and state program requirements and state program requirements

- Creates tools and trainings to support communities to learn the CoC program, lead their CoC, and respond to annual NOFO process for federal CoC funding
- Supports rural community efforts to build capacity and leverage mainstream resources and publicly available data to inform the planning and design of effective systems and projects

System Building and Facilitation

- Provides capacity building and change management in homeless systems and housing and service programs
- Collaborates with CoC's to develop and improve policies, and procedures
- Facilitates strategic planning efforts to address homelessness, informed by robust data collection and analysis and community engagement, that identify community priorities, obtain stakeholder commitments, and isolate key metrics of success
- Assists with design, implementation, and evaluation of coordinated entry systems

Data, Analysis, and Evaluation

- Conducts needs assessments/gaps analyses to evaluate and understand local and regional needs, informed by robust data collection and stakeholder input
- Facilitates mixed-method data collection and analysis and utilizes data to illustrate needs and gaps, identify disparities, and model and forecast to guide strategic planning, decision making, and resource allocation
- Guides development of systems to measure performance and evaluate outcomes and supports efforts to define and quantifying the impact of programs, including provision of staff trainings and guidance on monitoring and assessing performance and using data to guide policy and decision-making.
- Conducts quantitative and qualitative analyses of emerging and promising practices and programs to build the evidence base for best practices
- Develops clear and compelling reports for stakeholders and informative presentations to communicate findings from research and analysis

PROFESSIONAL EXPERIENCE

Homebase	<i>Directing Analyst</i>	2025-Present
CDC Division of Violence Prevention	<i>Associate Chief of Program</i>	2016 - 2025
Cloudburst Consulting Group	<i>Manager</i>	2011-2016
GA Dept of Community Affairs	<i>BoS CoC Planning Coordinator</i>	2007-2011

EDUCATION

Doctor of Philosophy, Clinical-Community Psychology *University of South Carolina*
Master of Arts, Clinical Psychology *University of South Carolina*
Bachelor of Science, Psychology and Anthropology *Emory University*

Kenya Rawls

Directing Analyst

Kenya Rawls is a seasoned Directing Analyst and Grants Manager with extensive expertise in advancing homelessness response systems, equity-focused planning, and cross-sector collaboration. She provides technical assistance and policy support to Continuums of Care (CoCs), state agencies, and community partners to strengthen systems, expand housing access, and build organizational capacity. Kenya facilitates strategic planning, develops governance structures, and delivers tailored training to stakeholders at local, state, and federal levels.

Currently, she leads strategic planning efforts for the Ohio Balance of State and Mississippi Balance of State, supports the Santa Barbara Lived Experience Advisory Board (LEAB), and provides consulting for Solano Behavioral Health, including HMIS system development and coordinated entry site integration. She is advancing Marin County's equity initiatives and CES expansion, contributing to a national HUD Technical Assistance workforce development working group, and piloting "Let's Get Money CA," a capacity-building initiative designed to strengthen BIPOC-led organizations. Kenya's work is grounded in equity, data-driven decision-making, and meaningful engagement of people with lived experience. Her career reflects a commitment to system transformation, partnership building, and advancing best practices that create lasting impact in addressing homelessness, housing inequities, and workforce development.

RECENT HIGHLIGHTS

2025 Supporting strategic planning efforts for Ohio Balance of State and Mississippi Balance of State CoCs

AREAS OF EXPERTISE

Technical Knowledge of State and Federal Funding Streams

- Provides technical assistance and training and develops tools and guides to support compliance with state and federal policies and programs (CoC, ESG, HHAP, HHIP)
- Supports and facilitates annual applications for federal HUD funding, including development of local scoring tools, facilitation of local processes, and applications

- Assists with drafting of CoC governance charters and bylaws, Supports revision and updates to CoC governance policies
- Implements annual monitoring processes including compliance monitoring with the CoC Interim Rule for homelessness service providers, coordinated entry, and HMIS, and provides targeted technical assistance

Data, Analysis, and Evaluation

- Conducts program monitoring and evaluation to guide program improvement
- Supports analysis of homeless system gaps and needs to support planning and system improvements and to guide decision making about resource allocation
- Designs and applies both quantitative and qualitative research methods to assess equity impacts and outcomes across homeless and housing programs
- Leads race and equity analyses to identify disparities and reverse-engineer strategies for system-level change
- Develops and maintains performance dashboards, HMIS/CRM tools, and data integration systems to strengthen decision-making and reporting accuracy
- Produces federal, state, and local compliance reports (HUD, CoC, ESG, HHAP, etc.), ensuring funding accountability and alignment with community priorities
- Provides data-driven technical assistance to Continuums of Care and government partners to improve coordinated entry, resource allocation, and policy development
- Facilitates community conversations and presentations that translate complex data into actionable insights for stakeholders, policymakers, and people with lived expertise

System Building and Facilitation

- Facilitates community strategic planning processes, leading diverse groups of stakeholders in identifying priority goals and strategies informed by robust local data analysis and input from providers, consumers, and other key stakeholders
- Develops strategic plans and action plans to address homelessness
- Supports implementation of strategic plans, including community education activities
- Designs and facilitates governance structures, advisory boards, and cross-sector working groups to ensure accountability and shared ownership of solutions
- Leads Continuum of Care (CoC) system redesign projects, aligning coordinated entry, HMIS, and funding priorities with federal and state requirements
- Integrates lived experience leadership into system-level decision-making, ensuring strategies reflect the voices of those most impacted by homelessness
- Provides training, coaching, and facilitation to strengthen collaboration between service providers, government agencies, and community-based organizations

- Develops and manages equity-driven system improvement initiatives, addressing racial and cultural disparities in housing access and outcomes
- Supports alignment between homelessness response systems and adjacent systems (workforce, healthcare, behavioral health, and criminal legal systems) to promote holistic solutions

Capacity Building and Advancement of Best Practices

- Provides training, technical assistance, and guidance to support implementation of best practices in homelessness response at the program and system levels
- Designs and delivers capacity-building initiatives for government agencies, service providers, and community-based organizations, strengthening their ability to meet performance goals and compliance requirements
- Develops and facilitates workshops, webinars, and peer learning communities to promote knowledge exchange and innovation across regions
- Provides specialized training on Housing First, trauma-informed care, motivational interviewing, equal access, and problem-solving approaches for prevention, diversion, and rapid rehousing
- Coaches service providers and system leaders on program design, service delivery models, and data-informed decision-making to ensure alignment with HUD and state-level priorities
- Supports organizational change management processes, including policy development, governance updates, and program restructuring
- Builds equity-focused leadership pipelines by mentoring staff and supporting professional growth among underrepresented leaders in the homelessness response field
- Facilitates outreach and education campaigns for tenants, property owners, and frontline staff on evolving housing policies, eviction prevention, and rental assistance programs
- Guides communities in adopting and sustaining evidence-based and emerging practices that improve housing stability and system outcomes

Cultivating Lived Experience Leadership and Engagement

- Facilitates inclusive, trauma-informed processes to engage consumers and people with lived experience in planning and decision-making at the program and system levels
- Supports the development and sustainability of Lived Experience Advisory Boards (LEABs) and other governance structures that center the voices of people with lived expertise

- Provides training, coaching, and mentorship to individuals with lived experience, ensuring meaningful and sustained participation in advisory, planning, and policy-making roles
- Co-designs bylaws, charters, and engagement frameworks with LEAB members to strengthen representation and accountability within Continuums of Care (CoCs) and housing systems
- Leads community and system-level trainings on equitable engagement practices, including trauma-informed facilitation and leadership development
- Creates pathways for peer-to-peer leadership and knowledge sharing, elevating lived experience as a core component of systems change
- Ensures that equity and inclusion principles are embedded in planning processes, resource allocation, and program evaluation by amplifying the perspectives of people most impacted by homelessness
- Serves as a bridge between LEABs, CoC governance, and government entities, promoting authentic collaboration and system alignment

Building Cross-Sector Awareness and Partnerships

- Supports cross-sector planning, system redesign, and implementation to address homelessness and intersections with adjacent sectors
- Facilitates collaboration between housing, behavioral health, workforce development, criminal legal, and healthcare systems to create integrated solutions for vulnerable populations
- Provides research, analysis, and policy recommendations that align homelessness response strategies with broader community priorities and funding streams
- Leads multi-sector stakeholder convenings and community forums to build shared understanding, foster partnerships, and coordinate action plans
- Advises local governments and nonprofits on designing cross-agency governance structures that enhance accountability, reduce duplication, and improve service delivery
- Develops and implements equity-focused system alignment strategies, ensuring marginalized groups benefit from coordinated access to resources across sectors
- Builds regional and statewide coalitions to advance housing justice, strengthen eviction prevention, and expand access to supportive services
- Engages in national-level technical assistance efforts, sharing lessons learned and emerging practices to guide replication across jurisdictions

PROFESSIONAL EXPERIENCE

Homebase <i>Directing Analyst</i>	2023-Present
JobTrain, Santa Clara County Career Center <i>Regional Director</i>	2020-2023
Work2Future Foundation <i>WIOA Youth Program Manager</i>	2018-2020
Abode Services <i>RRH Service Coordinator</i>	2017-2018
LifeMoves <i>Program Manager/Sr. Case Manager</i>	2014-2017
Invision Shelter Network <i>Family Case Manager/ EAN Funds Administrator</i>	2012-2014
Dewitt & Associates Behavioral Specialist <i>Behavioral Specialist Service Coordinator</i>	2011-2012

EDUCATION

Bachelor of Arts - Behavioral Science <i>San Jose State University</i>
Bachelor of Arts - Sociology <i>San Jose State University</i>
ICC Certified Holistic Career Coach <i>Institute for Career Coaching</i>

Examples of Similar Work

Homebase has extensive experience drawing on robust qualitative and quantitative data collection and analysis and expansive stakeholder engagement processes to guide communities through the development of strategic plans to reduce homelessness. Our team has facilitated dozens of assessments, evaluations, and planning processes to address homelessness at city, county, regional, and state levels, and provides multiple levels of support for implementation. Our experience includes:

- Dozens of community-wide strategic planning processes to address homelessness at city, county, regional, and state levels;
- Action and implementation plans to facilitate local stakeholders in collective impact approaches across systems and sectors;
- Plans to end youth homelessness, chronic homelessness, and homelessness among veterans / service members and their families;
- Over 30 plans to integrate health, housing, and homeless systems; and
- Numerous agency-specific strategic plans.

As an essential component of our approach, Homebase advocates for centering inclusion in every strategic planning process we facilitate. We design processes to develop an understanding of disparities in experience and inform development of strategies that will address the needs of communities disproportionately impacted by homelessness.

As an example, the following is a list of communities with which Homebase has designed and facilitated strategic planning processes in the past five years.

YEAR 2025:

1. Ohio Balance of State Continuum of Care, OH;
2. San Bernadino, CA;
3. Mississippi Balance of State Continuum of Care;
4. City of Mountain View, CA;
5. Santa Clara County, CA.

YEAR 2024:

1. Madison / Dane County, WI;
2. Tahlequah, OK;
3. Bucks County, PA;
4. Tulsa, OK;
5. Missoula, MT

YEAR 2023:

1. State of Utah;
2. Madera County, CA;
3. Bakersfield/Kern County, CA;
4. Mountain View, CA

YEAR 2022:

1. San Diego County, CA;
2. City of Fort Wayne, IN;
3. San Luis Obispo, CA;
4. Norman/Cleveland County, OK; and
5. El Dorado County, CA;
6. Springfield / Sangamon County, IL

YEAR 2021:

1. Iowa Balance of State Continuum of Care;
2. City of Alameda, CA;
3. City of Hayward, CA;
4. Kings / Tulare County, CA;
5. Solano County, CA;
6. Stanislaus County, CA

YEAR 2020:

1. Tulsa, OK;
2. Santa Clara County, CA;
3. San Antonio and Bexar County, TX;
4. Stockton/San Joaquin County, CA

Work Samples

The work samples provided after the Budget section are homelessness strategic plans that have been completed by Homebase in recent years. Client samples include:

1. Missoula, MT, Homelessness Strategic plan (full plan can also be found here at: <https://www.engagemissoula.com/on-our-way-home>)
2. Heartland HOUSED Strategic Plan (full plan can also be found at <https://www.heartlandhoused.org/2022/08/18/our-plan/>)
3. A Way Home for Tulsa (full plan can also be found here: <https://www.housingsolutionstulsa.org/strategic-plan-update/>)
Bridget led the development of A Way Home for Tulsa's first strategic plan in 2019, and other Homebase staff facilitated this phase 2 plan for 2025-2029.

Additional information about these projects can be provided upon request.

Client References and Spotlighted Projects

The following are a few detailed examples of recent strategic planning completed by our team. We also include references of clients who can speak to Homebase’s experience providing services comparable to those described in this RFP.

1. Project Title: Houselessness Strategic Plan	
Agency/Client Name:	City of Missoula, MT
Contact Name:	Emily Armstrong
Address	435 Ryman St. Missoula, MT 59802
Email/Phone No.:	armstronge@ci.missoula.mt.us, 406-552-6393
Link to Product:	https://www.engagemissoula.com/on-our-way-home
<p>Description:</p> <p>Missoula engaged Homebase in 2024 to support the development of a community-wide strategy to address homelessness (houselessness is the locally used term). To support the community in understanding the current state of local homelessness and to identify gaps and unmet needs, our team conducted an efficient, targeted assessment, taking advantage of existing data, reports, and plans. Our team’s analysis looked at the overall population experiencing homelessness as well as subpopulations, and differences across racial and ethnic groups. It identified primary drivers of homelessness, current system capacity, and system performance. The process was used to answer key questions (identified in partnership with local stakeholders) to support co-creation of a strategy with a diverse group of local stakeholders, engaged through a variety of methods. These methods included a leadership group / core planning team that provided leadership in the process, a series of focus groups and interviews including with individuals experience or with lived experiences of homelessness and program staff, a survey, and well-attended, interactive, town halls engaging a broader range of community members.</p> <p>These efforts led to the development of three primary strategies, designed to advance four overall measures of progress: reduction in overall homelessness, reduction in chronic homelessness, reduction in unsheltered homelessness, and housing stability for formerly homeless individuals. The core strategies included right sizing the system and programs (number of beds, available services); securing funding for high priority activities; and increasing provider capacity. The final plan included specific action steps within each strategy and focused on implementation - identifying a core group to lead implementation and individual roles and responsibilities of key community groups / organizations.</p>	

2. Project Title: Heartland HOUSED Strategic Plan

Agency/Client Name:	Heartland Continuum of Care, Heartland CoC, Springfield and Sangamon County, Illinois
Contact Name:	Josh Sabo, Executive Director
Address	217 East Monroe Street, Suite 204 Springfield, IL 62701
Email/Phone No.:	josh@heartlandhoused.org , 217.801.9033
Link to Product:	https://www.heartlandhoused.org/2022/08/18/our-plan/

Description:

Homebase worked with Springfield / Sangamon County, IL homeless system stakeholders to develop the County’s 2022-2028 Strategic Plan to Address Homelessness, a “commitment to do things differently” to create housing opportunities for under-served persons through equitable delivery. Our team facilitated a Strategic Planning Steering Committee comprised of diverse stakeholders (county and city staff, funders, community members with lived experience, local political leaders, partners from the business community, health care representatives, and providers. Together with the committee, our team collected and analyzed local data (HMIS, CES, HIC, PIT, SPMs, 211 data, and other data and documents) and reviewed existing reports, including a recent equity and needs assessment to understand the current functioning and needs of the system.

Our team collected local input from focus groups, interviews, public meetings, and summits to identify goals and develop four main strategies: 1) Create more housing; 2) Improve the homeless system; 3) Work with health care, public safety, and workforce partners, and 4) Work together to end homelessness (including improving how partners collect, use, and share information). The process emphasized leadership by people who have been homeless, and the plan reiterated this commitment in its guidance for implementation. Homebase worked with stakeholders to identify the highest priority action steps, and metrics for tracking progress.

With a strong emphasis on implementation and development of an actionable plan, our team focused on building community support early in the process and developing a plan document that was accessible and clear, emphasizing why a plan was needed and laying out clear goals and paths forward. As implementation rolled out in its first year, the county was able to secure new resources, expand system capacity, and make progress on lived experience engagement.

Timeline and Proposed Approach

Homebase recognizes the dynamic nature of community-driven work, and the flexibility and adaptability required to embrace conditions that are not often straightforward or uncomplicated. Our teams approach projects with curiosity and humility, knowing that each community has its own strengths, challenges, and priorities, and local staff and stakeholders are the experts on their own communities. Our staff are adept at leveraging local expertise and supplementing that expertise with our own understanding of emerging and established best practices coming from our experience working with communities across the U.S.

Our proposed timeline for this project is outlined below. We propose a 6-month process with a focus on starting elements of implementation as soon as possible during strategy development. We are happy to adjust this timeline as needed to reflect any expected conflicts or necessary checkpoints.

Phase 1: Understanding Needs and Resources in Champaign County

Timeline: Months 1-2, January 2026-February 2026

PROJECT LAUNCH

Upon finalization of a contract and launch of the project, Homebase proposes to begin by meeting with your project leads to discuss your specific project goals and develop well-defined objectives and milestones, roles and responsibilities, and a clear and feasible timeline for the planning process. Our approach emphasizes tailoring work plans to address local priorities, to ensure we are directly addressing needs and making best use of local resources. We factor flexibility into our work plans, so that our teams can adapt to new information and be directly responsive to local needs.

Our initial project launch discussions will also support the establishment of key logistics, such as regular check-in calls with your staff and a planning leadership team and plans for maintaining an accessible shared document system or process.

At this time, Homebase will also request the information and data necessary to complete a system review and data analysis and will seek input on stakeholder engagement and planning events and other activities.

SYSTEM-LEVEL ANALYSIS

Our team proposes to conduct a system-level analysis to gain context about the local homeless system that will be vital to the planning process. Our review will likely begin with information included in recent HUD HDX reports (e.g., SPM, PIT) and other HMIS data. This data will be requested early in the project, and in the simplest form possible so that data can be provided quickly, to enable this portion of the project to move swiftly. This stage of the project will likely include:

- Review of HMIS data and processes to understand data quality and coverage and identify any gaps or areas in need of improvement,
- Use of multiple data sources to understand the state of homelessness and predict future needs (number of people at risk / experiencing homelessness, impact on certain subpopulations, trends, and program performance), and
- Use of data to identify gaps in services and unmet needs, including gaps and needs for various subpopulations and communities disproportionately impacted by homelessness or gaps in certain resources or interventions.

We envision that our analysis will include:

- **Performance Analysis and Population Trends:** Our team envisions leveraging available quantitative performance and an online survey to identify community competencies to prevent and end homelessness. Analysis will focus on the system performance, including components of the systems of care, and the needs of the community, including data and trends in the various homeless subpopulations in the community. We will compare this information to similar communities to highlight areas of community strength and challenge. This analysis will also include a summary of data quality and coverage gaps with high level recommendations for improvement.
- **Research:** Homebase will draw on relevant research, best practices, and strategies to prevent and end homelessness to situate the current state of the local homelessness in the broader landscape of policy and practice. Our team works on homelessness nationally at the federal, state, and local levels and we will also draw on our expansive network and existing library of research and resources to support this effort.
- **Online Survey:** Our team will create an online survey to quickly gather insight on priorities, competencies, resources and gaps from across your geography, including needs of various subpopulations.

INTERVIEWS

To round out our understanding of your system of care, we also propose to conduct 3-5 one-on-one interviews with providers, representatives of local jurisdictions, community leaders (which may include faith-based leaders, community/neighborhood group leaders, and/or advocates). Interviews will serve to gather additional information and insights on the system, and perceived gaps and needs.

FOCUS GROUPS

As Phase 1 is wrapping up, Homebase proposes to spend two days with you all locally, and while there, we will facilitate a focus group with providers and community stakeholders (e.g., education, law enforcement, health care) and two focus groups with people with lived experience of homelessness to provide context to our quantitative findings from the data analysis.

Focus groups with people with lived experience may be divided by subpopulation, current housing status (unsheltered, sheltered, recently housed), or other factors, representative of the local population. We will provide stipends/gift cards to honor the time and contributions of people with lived experiences of homelessness who participate and are not otherwise compensated to do so through their employment. Our team will develop engagement processes and materials that are trauma-informed, respectful, and based on best practices for inclusive engagement of people with lived experience of homelessness.

We will work with you to ensure that formats and logistics will be arranged to maximize participation and ensure broad representation of a range of perspectives and experiences, reducing or removing barriers that may hinder participation (such as non-traditional work schedules, transportation, access, etc.). Translation and/or interpretation services can be made available to non-English speakers.

DELIVERABLES FOR PHASE 1:

- Planning workplan
- System-level analysis of system needs, function, and performance
- Online survey results
- Focus groups summaries
- Summary documents reflecting the results of the review and analysis, that will be used in strategic planning meetings and the strategic planning documents, as relevant

Phase 2: Designing a Community-Wide Strategy and Pilot Implementation

Timeline: Months 2-6, February 2026-June 2026

Phase 2, which overlaps with the end of Phase 1, will focus on strategic plan development. Regular meetings with your staff will continue in this phase.

LEADERSHIP, WORKING OR STEERING GROUP

To guide and co-lead the process, Homebase will work with you to convene a leadership group consisting of 8-12 diverse representatives from the community, including multiple people with lived experience of houselessness, funders, providers, business and neighborhood representatives, faith-based members, local jurisdiction staff, law enforcement, educators, health care, and/or other stakeholder representatives. The Leadership Group will meet 3-5 times (in person and virtually) during strategy development to:

- Review and evaluate all Homebase’s data and findings (including determining if data is telling a true and full picture of local realities),
- Reflect on information Homebase provides about any innovative or promising practices that could inform and support local homeless system improvements,
- Identify local priorities,
- Develop key strategies based on local data and evidence-based practices,
- Oversee implementation pilot(s) of some strategies during the planning process, and
- Make decisions about initial activities and the process for updating them.

After strategy development, the leadership group may transition into a working group or steering group (often with changes in membership) to continue guide and monitor implementation. In any case, the leadership group will be responsible for naming or designing the implementation oversight body and ensuring plan launch before its service ends.

During our initial visit to your community, we plan to facilitate the first meeting of the leadership group focused on launching the process, shared goals, and what was learned during Phase 1.

After the initial meeting, meetings will be virtual. Agendas in the early months will focus on reviewing data and best practices, identifying shared goals and priorities, and designing actions and strategies that leverage your community’s strengths. Depending on each agenda’s focus, we may invite local experts that are not part of

the leadership group to attend and give input (e.g., providers for specific subpopulations, or landlords related to housing access). As the plan takes shape and pilot implementation begins, meetings will focus more on circumventing roadblocks to implementation, building buy-in, and practicing partnership in new ways, all of which will make the plan more actionable.

Meeting topics may include:

- Accessing and creating housing
- Building cross-system partnerships
- Capturing and using quality data to measure progress
- Service integration and improving service access
- Improving health and safety
- Prevention and diversion
- Building program and system capacity
- Reviewing and revising local policy
- Funding and resource development
- Implementation structures

SHARING PROGRESS

We propose sharing progress will local CoCs or provider groups and with other stakeholders on a regular basis during this phase to ensure alignment and shared commitment. This might be accomplished by leadership group membership attending their meetings or by City or Homebase staff providing formal updates and seeking feedback.

PILOT IMPLEMENTATION

Starting implementation before plan finalization is the best way we have found to ensure that plans become living documents that guide how a community responds to the shared issue of homelessness. With the planning leadership group, we hope to identify some ideas for scalable strategies that have traction across several sectors and require a change in how the community does business or revisions to local policy. During the planning process, we will support the community's efforts to implement the selected ideas with a particular focus on continuous quality improvement and refinement. Pilot projects often result in increased partnership, increased understanding of what's needed for implementation, and increased interest in the plan ahead of the plan's formal release.

DRAFT AND FINAL PLAN

By around month 5, our team will have developed a draft version of the full strategic plan for review by leadership group and key stakeholders. The draft plan will include:

- Needs and gaps analysis
- Mission/vision
- Objectives and goals
- Strategies and actions
- Process and outcome metrics for measuring success along with a sustainable plan for integrating evaluation into implementation, and
- Accountability measures, which may include a roadmap, timeframes, and key roles and responsibilities for achieving outcomes.

After consolidated input and feedback is provided, our team will incorporate edits from the leadership group and other stakeholders to create a final strategic plan document. Homebase will also prepare a communications and marketing strategy, including presentation materials for sharing the plan with various public and other stakeholder groups and a town hall meeting at our second on-site visit.

During our second on-site visit, we propose a public town hall meeting to engage all interested community members. These should be broadly marketed with specific outreach to key community groups (e.g., neighborhood groups, community members or groups that have been vocal critics and/or supporters of the system in the past, and groups that are representative of populations that have been historically marginalized or excluded from traditional systems). The town hall meeting will be held after strategy development and will serve to publicly launch the strategy with presentations by local speakers and background support and facilitation by Homebase. As part of the communications and marketing strategy, Homebase will develop community communication strategies, addressing the strategy and implementation process. Homebase will prepare presentation materials, infographics, and handouts that are broadly accessible and easily understood by community members with various degrees of experience with the homeless system of care. We will create visually engaging materials that are supported by accessibility features (e.g., captions, read-out-loud features) and suitable for online and print formats.

DELIVERABLES FOR TASK 2:

- Meeting materials and presentations for leadership group meetings
- Draft strategic plan
- Final strategic plan
- Town Hall
- Communications, marketing strategy, and related materials

Budget

The following is a proposed budget, detailing anticipated costs for the proposed scope of work. We are happy to adjust the scope of work and budget to best suit project needs. No contractors will be used for this scope of work.

The 2026 hourly rates range from \$89 to \$330. Hourly rates are unique to each individual staff members and subject to change annually.

Homebase Cost Proposal for		
Champaign - CSPH Strategic Planning Consultant		
January 1, 2026 - June 30, 2026		
Description	Details	Amount
Homebase Staffing	<i>Hourly rates are unique to each staff member & will be included on invoices</i>	\$56,538
Subcontractors		\$0
Compensation for People with Lived Expertise	<i>(30) stipend payments for focus group participants with lived expertise</i>	\$900
Estimated Travel & Other Expenses	<i>Trip A: 2 staff, 3 nights, 1 rental car. Trip B: 1 staff, 2 nights, 1 rental car</i>	\$7,562
	Grand Total	\$65,000

On Our Way Home: Missoula Community Houselessness Strategy 2025-2028



Executive Summary



GOAL OF HOUSELESSNESS STRATEGY

The primary intended goal of our houselessness strategy is to make houselessness rare, brief, and non-recurring.



OVERALL MEASURES OF PROGRESS

- Reduction of overall houselessness
- Reduction of chronic houselessness
- Reduction of unsheltered houselessness
- Housing stability for formerly houseless people



RESPONSIBLE ACTORS

This is a community plan, developed and implemented by Missoula community members. A Coalition will lead the implementation process, but all of the **businesses, organizations, and individuals that are part of Missoula will impact the results of this strategy.**

PRIMARY STRATEGIES

STRATEGY A

Right-size the number of **beds** dedicated for people who are houseless and the **services that support housing retention** to meet the needs of the houseless population

STRATEGY B

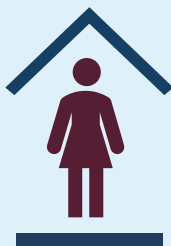
Secure **funding** for high-priority activities as detailed in the action items

STRATEGY C

Support increase in capacity for provider organizations

STATE OF HOUSELESSNESS IN MISSOULA

On a single day in 2024:



644 people experienced houselessness

25% were living unsheltered

162 people experienced chronic houselessness

1484 people experienced houselessness over the past year



Dear fellow Missoula residents,

As the *On Our Way Home* Leadership Group, we present this community strategy to respond to houselessness in Missoula over the next three years. We want to improve life in Missoula for all of its citizens by making houselessness rare, brief and non-recurring.

The experience of houselessness is deeply personal and unique to each person; we must work together to create solutions that are responsive to that reality. We acknowledge that there is a crisis of unaffordability of housing in Missoula, and while this strategy does not directly address that issue, we are encouraged by other efforts to address that very real contributing factor to houselessness in Missoula. With all of us working together towards these shared community goals, we can make an impact. Each organization, community, neighborhood, business, and individual in Missoula has a role to play in responding to houselessness here.

We would also like to honor the memory of and express gratitude to Toby Gobert, a member of our Leadership Group, who passed away during the Strategy drafting process.

Thank you for your attention to this strategy. We are excited to get started!

On Our Way Home Leadership Group



Why do we say “houselessness”? The term “houseless” is increasingly used instead of “homeless”. The term “homeless” carries a significant stigma, potentially stripping individuals of their connection to community and implying a lack of home even if they have social ties and a sense of belonging, while “houseless” simply denotes the lack of a physical house, considered a more neutral and respectful way to describe someone without stable housing. People experiencing houselessness include those who are living in a place not meant for human habitation, in emergency shelter or in transitional housing. People who are exiting an institution (e.g. hospital) after a short-term stay who were previously houseless and those that are fleeing from domestic violence, don’t have a place to go, and don’t have the resources to find a place to go are also considered houseless.

Current State of Missoula Houselessness

ON A SINGLE DAY IN 2024:



644 people experienced houselessness

25% were living unsheltered

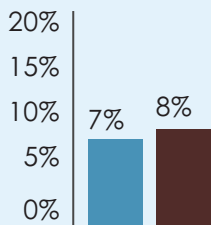
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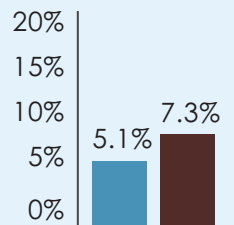
RACE

■ % of Missoula County

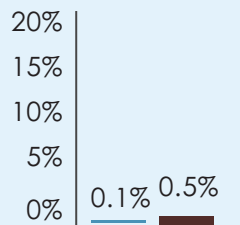
■ % of Unhoused Neighbors



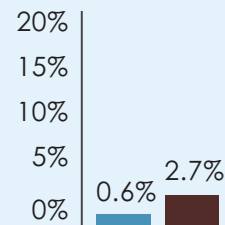
Multiple Races



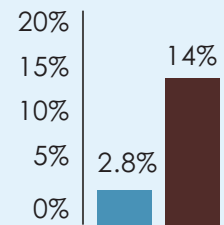
Hispanic/Latina/e/o



Native Hawaiian or Pacific Islander



Black, African American, or African



American Indian, Alaska Native, or Indigenous American, or African

CONTRIBUTING FACTORS TO HOUSELESSNESS



High housing costs are a primary driver of houselessness:

- 44% of Missoulians were rent burdened (pay >30% of income on rent)
- In 2023, average rent for a 1-bedroom was \$171 more than the maximum Social Security benefit



In a survey of people with lived experience of houselessness, the top two causes of houselessness are:

- job loss
- mental/behavioral health

POPULATION TYPE

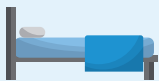
476 single adults

93 families, including 47 w/ children

36 individuals under 25

74 veterans

CURRENT EFFORTS



Emergency Shelter: 513 beds

Transitional Housing: 40 beds

Rapid Rehousing: 84 beds

Permanent Supportive Housing: 113 beds



75 people were permanently or temporarily housed between April 2024 and October 2024



43 partner agencies participate in Missoula's Coordinated Entry system to match unhoused neighbors to available resources

MISSOULA'S SYSTEM OUTPERFORMS USA AVERAGES

- shorter length of time houseless (121 days vs. 158 days)
- fewer returns to houselessness within 2 years (6% vs. 16.5%)
- less chronic houselessness (21% vs. 31%)



The Housing Solutions Fund has stabilized housing for over 2,000 people over the past 3 years

What the Experts Say



As part of surveys and focus groups that occurred during the development of this Strategy, people with lived experience of houselessness and providers of housing and services identified the biggest levers to reduce houselessness as:

✓ **Housing units and resources to access housing**, including rental assistance, application fees, deposits and housing search assistance

✓ **Resources for accessing employment or income**, which may include employment supports, volunteering opportunities, entrepreneurship, and job search support; and

✓ **Access to mental health and substance use services** for people who are at risk of or experiencing houselessness

“

[What I need most] is **money for housing, and help filling out housing applications.**

“

I want help getting a job. It goes a long way when someone has a job, even if it is volunteering.

“

There is not a lot of free, accessible therapy. I have struggled with that for the whole time I have been homeless.

“

[What I need is] understanding from my community – **this is a struggle and not what I dreamed about for my life.** People berating me is not helping.

– *An unhoused Missoulian*



Villagio, Affordable Housing, for households earning less than 60% AMI.

© Amplify Film Group

Goal

The primary intended goal of our houselessness strategy is to make houselessness rare, brief, and non-recurring.

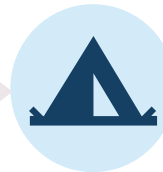


OVERALL MEASURES OF PROGRESS

Reduction of overall houselessness



Reduction of unsheltered houselessness



Reduction of chronic houselessness



Housing stability for formerly houseless people



What is the difference between Chronic Houselessness and Unsheltered Houselessness?

Chronic Houselessness refers to people who have experienced houselessness for at least a year — or repeatedly — while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability.

Unsheltered Houselessness refers to people who sleep outside or spend most nights in places not meant to be used as a regular sleeping place for human beings, such as makeshift shelters, abandoned buildings, or vehicles.

People may be experiencing both chronic and unsheltered houselessness, but some chronically houseless people live in shelters.



Our Guiding Principles

In determining any next action, the strategy leaders will be driven by these guiding principles:

- 1 **Prioritize strategies that are measurably effective and efficient in reducing homelessness.**
- 2 **Provide resources that keep people safe.**
- 3 **Avoid unintentional harm to people experiencing homelessness.**
- 4 **Support providers and their staff to be effective through education, resources and staff retention support.**



[We need] a process for how the community responds to people in need. How can we use the resources better? **We should try to work in a way that makes the community feel like they can work with us, not just against us.**

– Missoula community member living outside



Primary Strategies

To address the gaps identified through data analysis and community feedback—including a shortage of affordable housing, programs supporting employment and income access, and behavioral health services—Missoula needs more housing units, funding to support programs, and provider capacity. Therefore, the primary strategies are:

STRATEGY A



Right-size the number of beds dedicated for people who are houseless and the **services that support housing retention** to meet the needs of the houseless population

STRATEGY B



Secure funding for high-priority activities as detailed in the action items

STRATEGY C



Support increase in capacity for provider organizations

Community Leadership



To ensure that Missoula is driving towards the goals of this Houselessness Strategy, community leaders plan to create a Coalition to be the community-wide strategy leadership group.

The Coalition will include membership from decision-makers from all sectors with an impact on houselessness and be representative of the houseless population. This may involve a restructure of the At Risk Housing Coalition (ARHC) or development of a new collaborative body. The group will be referred to as “The Coalition” throughout this strategy document.



The Coalition members will include:

- People with Lived Experience
- Leaders from City, County, and Indigenous Nations
- Representatives of:
 - Business community
 - Healthcare
 - Funders
 - Faith communities
 - Neighborhoods, and
 - Non-profit providers



Blue Heron Place at Trinity Apartments, Permanent Supportive Housing, serving up to 30% AMI.

© Tiffany Photography

Roles and Responsibilities



Roles	Responsibilities
Coalition members	Prioritize activities, direct fundraising efforts, pivot in response to ever-changing situations, evaluate and redirect progress, design community-wide efforts and build cross-system partnerships.
People with lived experience of houselessness	Give meaningful input into program and system design and evaluation. Participate in Coalition.
Local government	Support Coalition priorities through policymaking, funding, and information-sharing, and join Coalition.
City staff	Provide staffing support, including resources, data, and administrative support.
Providers of houseless services & housing resources	Create and implement programs prioritized by Coalition with funding accessed because of Strategy efforts. Participate in Coalition.
Housing developers, property managers & landlords	Led by Coalition priorities, take steps to expand housing supply for people who are houseless or at risk of houselessness.
Healthcare and behavioral health	Support Coalition priorities through commitment of resources and alignment of programming, and fill seat on Coalition.
Faith communities and other community groups	Be members of Coalition and partner with providers to meet the prioritized needs of people experiencing houselessness through fundraising, collaborative projects, and volunteering.
Businesses	Support Coalition priorities through commitment of expertise and resources and fill a seat on the Coalition. Volunteer to support providers.
Missoula community members	Support houseless programming through neighborhood participation on the Coalition, volunteering, donations, and information sharing.

Baseline Need: Affordable Housing

While this strategy focuses on the needs of people experiencing houselessness, one of the primary underlying drivers of houselessness is the lack of affordable housing locally. The success of other efforts happening in this community related to the need for housing, including the citywide housing strategy **A Place to Call Home**, are key to the success of this effort.



Strategy A



Right-size the number of beds dedicated for people who are houseless and the services that support housing retention to meet the needs of the houseless population

In April 2024, Missoula gaps included:

81 shelter and transitional housing beds (553 existing beds and a need for 634)

634 permanent housing units (113 existing units with a need for 747)

To monitor progress, the Coalition will track these gaps over time with a goal of impacting them by either reducing the number of people experiencing houselessness, increasing the number of bed or units available, or both.

ACTIONS TO ACHIEVE STRATEGY

- 1** Continuous support for the **Housing Solutions Fund** to ensure that people are prevented and diverted from becoming houseless as much as possible.¹
- 2** **Relocate and reimagine the current Johnson Street shelter** to one that responds to gaps identified by the community and people with lived expertise.
- 3** Increase and diversify **permanent housing opportunities** through new construction, rehabilitation, and master-leasing opportunities.
- 4** **Prioritize services** that support housing access and stability, including increasing rental assistance and building connections to increase access to behavioral health supports and resources.
- 5** Gather and analyze **data** to understand changes that occur in the community and the results of strategy implementation to inform community needs and priorities.

Diversion is a strategy

for people seeking shelter to help them identify immediate alternate housing arrangements and, if necessary, connect them with services and financial assistance to help them return to permanent housing.

Most Interesting Solutions Based on Community Input

at Missoula Town Hall:

- Noncongregate Shelter
- Housing-Focused Shelter
- Safe Parking
- Prevention/Diversion
- Mixed Space (Indoor + Outdoor) Shelter
- Permanent Supportive Housing

A “Move On” strategy

focuses on shifting clients in Permanent Supportive Housing (PSH) that no longer need or want the accompanying intensive supportive services, but continue to need rental assistance, to other housing voucher options, such as Housing Choice Vouchers.

¹ Note that the 2024 Gaps Analysis (pg 14) reported that 332 households were identified as houseless for the first time in the last year, or 29% of the total number of participating households, indicating that a more robust diversion and prevention system could meaningfully impact the total number of households experiencing houselessness.

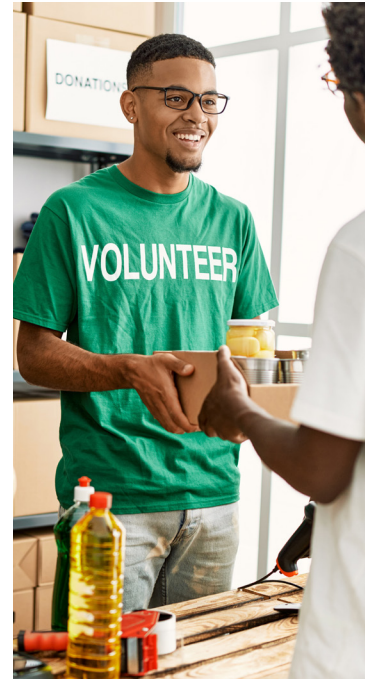
Strategy B



Secure funding for high-priority activities as detailed in the action items

ACTIONS TO ACHIEVE STRATEGY

- 1 The Coalition will meet annually to identify Missoula's **highest priority funding needs** in alignment with this strategy, which may include, for example, shelter, housing, services for unsheltered persons, frontline provider staff salaries, service to maintain permanent housing, the Housing Solutions Fund, input from people with lived expertise of houselessness, or resources for specific populations.
- 2 Hire support to **lead and drive community-wide fundraising** effort to bring new money to highest-priority funding needs.
- 3 Build community engagement and financial support through **information sharing and outcomes reporting**.
- 4 Ensure best use of existing funding by:
 - a. Funding programs that use **best-available strategies** that are measurably effective and efficient at ending houselessness, and
 - b. Developing **performance improvement and reallocation policies** to redirect funding from poorly-performing programs.
- 5 Where possible, **access resources for specific populations**, including chronically houseless, veterans, youth, families, and survivors of domestic violence, to reduce the burden on the system as a whole.



EXAMPLE

In 2023, Missoula community committed to a **Built for Zero effort to reduce veteran houselessness to Functional Zero by November 11, 2026**, reducing veteran houselessness from 178 in 2023 (12% of total houseless population) to effectively zero. This reduction benefits the full houseless system of care by making resources available for non-veterans.

Functional Zero is achieved when a community's houseless system of care can prevent houselessness whenever possible and ensure that when houselessness does occur, it is rare, brief, and one-time.

Strategy C



Support increase in capacity for provider organizations

ACTIONS TO ACHIEVE STRATEGY

- 1** Invest in training, support, and resources for frontline staff, managers, and organizational leaders in local houseless response agencies to **increase use of evidence-based, best-available or innovative practices** that are person-centered and effective.
- 2** **Direct a community-wide skilled volunteer recruitment and management effort** to support system-wide service gaps and needs (e.g., mentoring) and to support agency needs (e.g., grant writing).
- 3** **Partner with faith communities, businesses, and other community groups** to support providers to meet the needs of people experiencing houselessness in Missoula.
- 4** Support agency **recruitment and retention**, including raising funds to support an increase in pay and other resources that support houselessness staff (e.g., childcare supports, benefits available to all houselessness staff in community, professional development opportunities).

Examples of Ways Volunteers Could Help

Helping People

- Companions
- Mentors
- Financial Literacy
- Coaches
- Housing Move In
- Cooking Classes
- Job search
- Housing Applications

Helping Organizations

- Grant writing
- Bookkeeping support
- Staff training
- Legal services
- Real estate services
- Cleaning
- Front desk



As service providers, we know that increasing capacity isn't just about adding beds or programs; **it's about expanding our ability to meet people where they are with dignity and hope.** With more resources, we can provide the comprehensive support needed to empower individuals and families to transition out of homelessness and into stability .

– Local provider of shelter and services

Measures of Success



MEASURES	CHANGE EXPECTED
Reduction of overall homelessness	Reduction in the number of people who experience homelessness over a year-long period, measured with coordinated entry data.
Reduction of chronic homelessness	Reduction in the number of people who experience chronic homelessness over a year-long period, measured with coordinated entry data.
Reduction of unsheltered homelessness	Reduction in the number of people who experience homelessness over a year-long period, measured with annual Point in Time (PIT) Count data, until a more reliable data source is available.
Housing stability for formerly homeless people	Ninety-five percent (95%) housing retention or exit to other permanent housing outcomes for permanent housing projects for people who have experienced homelessness.

STRATEGY A

Adjust number of shelter beds and housing opportunities to narrow the gap between need and resource availability.	Increase in number of beds or units dedicated for people experiencing homelessness and/or decrease in number of people experiencing homelessness in Missoula.
--	---

STRATEGY B

Secure at least 3-5 new funding sources to support high-priority actions.	Access three to five substantive new funding sources as a result of the actions 1 and 2 in Strategy B.
--	--

STRATEGY C

Demonstrate that provider employee turnover rate is below 19% (the national average).	Maintain turnover rate at houseless-focused provider agencies of below 19%.
Provider employees engage in training opportunities at least quarterly.	Houseless-focused provider agencies support their employees attending training at least quarterly.
Improvement in care for people experiencing homelessness	Qualitative feedback from people experiencing homelessness will demonstrate progress on this measure, potentially through gathering responses to additional survey questions during the annual Point in Time Count (PIT) Count of local houseless individuals.

Thank You!

Thank you to everyone who contributed to the development of this strategy!

Thank you to the individuals experiencing houselessness that gave interviews or participated in focus groups to inform the strategy.

Thank you to the community members who attended and gave thoughtful feedback at Town Halls.

Thank you to City Houseless Programs staff who contributed time, resources, data, information, and funding, responding to every request of the community Leadership Group to ensure that this strategy aligns with other efforts in Missoula and will be fruitful.

Thank you to Homebase, and specifically Bridget and Alissa, who dove deep into this project with us and guided community members across Missoula to a strategy that will help us make meaningful change.

Thank you to each of the members of the Leadership Group who crafted this strategy. Each member shared their expertise related to their professional role and/or life experience, which made this final strategy more complete and informed. This strategy is only possible because of their leadership.

Allie Harrison, Missoula Faith Leaders

Anne Hughes, Missoula County

Clint Whittle-Frazier, Franklin to the Fort Leadership Team

Eran Pehan, City of Missoula

Jed Dennison, Zillastate

Jill Bonny, Houseless Leaders Group

Kathryn Wiltfong, Providence/St. Patrick Hospital

Kathy Glover, Community Member

Keegan Flaherty, Strategic Alliance for Improved Behavioral Health

Michael McGee, Houselessness Experience Community Member

Renee Running Rabbit, All Nations Health Center

Robert Stokes, Community Member

Sam Oliver, Missoula Housing Authority

Samantha Hilliard, City of Missoula

Sydni Goodman, Community Member

Toby Gobert, Community Member

Springfield & Sangamon County's 2022-2028 Strategic Plan to Address Homelessness

Heartland HOUSED:

CREATING HOUSING OPPORTUNITIES FOR
UNDER-SERVED PERSONS THROUGH
EQUITABLE DELIVERY

A commitment to do things differently



© Zach Adams, 1221 Photography

Leadership

The **City of Springfield**, **Sangamon County**, and the **Heartland Continuum of Care** have partnered with many agencies and members of this community to design a strategy to protect some of the most vulnerable members of our community and end their homelessness. All these partners have committed to work together to create the systems, housing, and resources needed to ensure our community can effectively support individuals and families to recover from homelessness and to improve our community. The strategies and actions proposed will require all of us, and all of us will benefit.



Committed Community Partners





Executive Summary

Heartland HOUSED: Springfield & Sangamon County's Strategic Plan to Address Homelessness

Big Goal:

By 2028, our community will put everyone who becomes homeless back in suitable and safe housing within 30 days.

Strategies:

Strategy 1: Create More Housing

- Create **765 units of safe housing** that people who are homeless can afford.

Strategy 2: Improve the Homeless System

- Help **our neighbors that live outside** to get the help they need.
- Support the **programs that are best** at ending homelessness.

Strategy 3: Work with Health Care, Public Safety and Workforce Partners

- Partner to help people who are homeless **easily get what they need** like health care, safety, and jobs.

Strategy 4: Work Together to End Homelessness

- Improve how we **collect, use, and share information** about people who are homeless.
- Make sure **people who have been homeless lead** our plan.



Why We Need a Plan:

264

people are homeless in our community on a given day

Each year, the number of people that are homeless grows by



155.4 people

Only **58%** of shelter beds were full the night of our annual count



56%

of people who are homeless need housing with supports to stay housed

and only



16%

of people who live outside or in shelters in Sangamon County get into housing

Why 765 new housing units?

To house not only people who are homeless today, but those that will become homeless in the next five years.

*This plan is a commitment to do things **differently.***



State of Homelessness in Springfield & Sangamon County

Overall

746.4

people make up the annual inflow to the local homeless system of care

155.4

Annual Growth in Homeless Population

591.2

people make up the annual outflow from local homeless system of care

Who Experiences Homelessness Locally

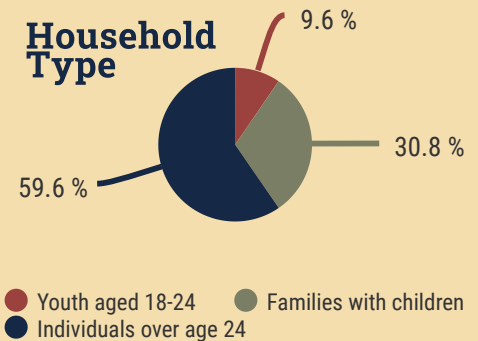
264

people experience homelessness at a point-in-time

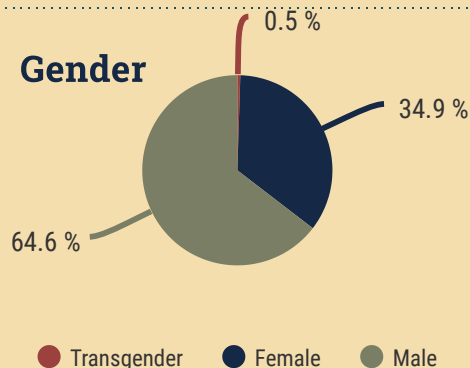
What is homelessness?

Homeless people live on the streets, in tents, cars, abandoned buildings, shelters, or transitional housing. Some may have recently lost their housing and do not have any financial or social resources to access another home.

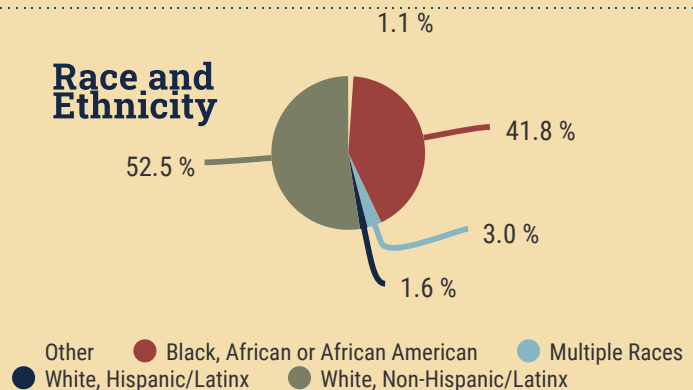
Household Type



Gender



Race and Ethnicity



Contributing Factors to Homelessness

Lack of Affordable Housing



Physical or Behavioral Health Challenges



Challenges



Domestic Violence



History with Criminal Legal System or of Past Evictions

Lack of Income or Financial Emergencies





State of Homelessness in Springfield & Sangamon County

Unsheltered & Chronic Homelessness



193

people are chronically homeless annually, meaning an individual has been homeless longer than a year and has a disability

94%

of the unsheltered population is made up of individuals without children



16%

of the unsheltered population is successful in accessing permanent housing

80%

of those successful in accessing housing remain permanently housed

Homeless System of Care Effectiveness

7%

of individuals who experience homelessness ever access homeless housing resources



12%

of people served in shelters leave to permanent destinations

88%

of people served in rapid rehousing leave to permanent destinations



58%

of shelter beds were in use the night of the Point-in-Time Count

Needs

Of people assessed:

56%



need permanent supportive housing

5%

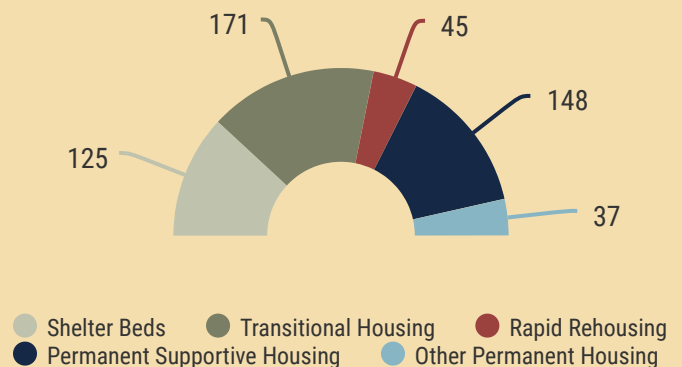
need transitional housing resources



38%

need rapid rehousing

Number of Beds Available by Project Type





State of Homelessness in Springfield & Sangamon County

A Commitment To Do Things Differently

We are committing to do things differently, but what does that mean?

- ✓ It means a **diverse group of leaders** from sectors across the community and people with lived experience of homelessness will be at the table leading an effort to end homelessness in our community.
- ✓ It means we are committing to **equity**.
- ✓ It means we will **coordinate across the community** to determine priorities for resources, using **data to inform decisions**.
- ✓ It means we will leverage our local strengths to **build capacity in our community** to respond to homelessness. It means that we will share our progress or our lack of progress with the community.
- ✓ It means we will make better use of the resources we have and **find the funding** to make the resources we need.
- ✓ It means we will create programs using **evidence-based, best practices** that end to homelessness for the households they serve.
- ✓ It means that **five years from now, we will have a system of care that is addressing the needs of our unhoused neighbors**.

Where we have been...

Prior Efforts to Address Homelessness That Did Not Come to Fruition

- ✗ **2005:** A Salvation Army shelter J. David Jones Parkway near Oak Ridge Cemetery
- ✗ **2006:** A Salvation Army shelter on East Jefferson
- ✗ **2013:** A Helping Hands shelter on North Fourth Street
- ✗ **2015:** A Salvation Army shelter on Ninth Street
- ✗ **2019:** Helping Hands' Center for Health and Housing on 11th street

This pattern must change.

Commitment to Equity

While this Plan includes specific strategies to improve equity, we also want to confirm an overall commitment to equity in all our work.

This Plan's implementation bodies commit to equity and anti-racism throughout the local homeless system of care and in all partnership engagement, seamlessly at all points of practitioner and clinician service delivery, making this a priority for all people who experience homelessness in this community.

We acknowledge the past pains and root cause of inequities in our community, and we commit to doing things differently than we have done before. What we do, how we do it, who's at the table—that needs to change so that we can end homelessness efficiently, effectively, and equitably.

- The Strategy Board and the CoC Board that lead the Plan's implementation will use an anti-racist framework of operating, and all board members will receive training and support to be trauma-informed and anti-racist.
 - We are committed to making room for diverse voices.
 - We want to be held accountable, internally, and externally.
 - We understand that intent is not always the same as impact.
 - We acknowledge the power and control dynamics of our community and will engage them from a collective empower approach.
- Within our housing, shelter, and outreach plans, we will integrate plans to deconstruct structural racism, and racial and LGBTQIA+ disparities where they exist.
- We commit to reducing disparities in the experience of people experiencing homelessness, including by focusing resources on populations who have been impacted intersectionally by gaps in multiple systems of care, including criminal legal systems, education, and health care.

Needs Assessment

In parallel to this Plan's development, LathanHarris, Inc. developed an Equity Analysis and a Need Assessment that have informed this plan's content and strategies, and which are available at <https://heartlandhoused.org/equity-analysis/>

Ending Homelessness

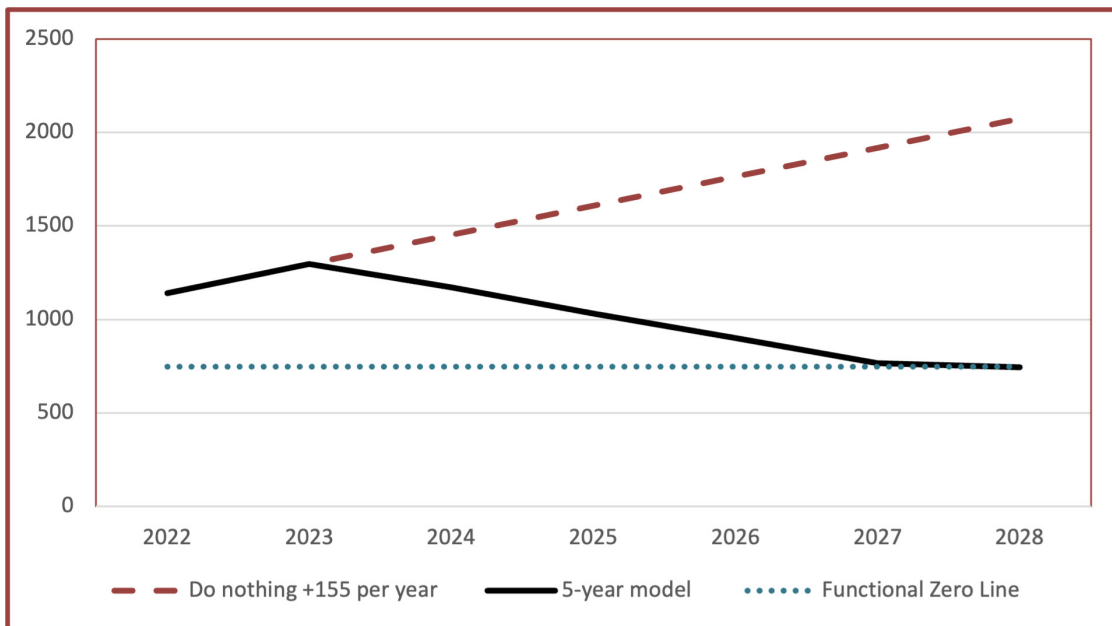
Strategic Plan Vision

Create a **collaborative, unified system** that provides people experiencing homelessness an **equitable, trauma-informed, and coordinated community system** where all can access the **housing and support services that each person needs to thrive.**

Strategic Goal

- **Reduce homelessness to functional zero in five years**, which means that our community will have the housing and service resources to support all people that become homeless to exit homelessness within 30 days. By reaching this goal, our community will also:
 - Reach functional zero for chronic homelessness, and
 - End unsheltered homelessness.

Five Year Model of Total Number of People Experiencing Homelessness, 2022-2028



Driving Strategies

Strategy 1

Create safe, effective housing opportunities

Strategy 2

Improve the effectiveness of the homeless system

Strategy 3

Coordinate with other systems of care to reduce homelessness

Strategy 4

Community works collaboratively to address homelessness

Highest Priority Action Steps

1. Create **765 more permanent housing opportunities** for people experiencing homelessness and people at risk of becoming homeless through new construction, rehabilitation, or by accessing existing housing stock.
2. Develop practices to **identify and link unsheltered Sangamon County residents to crisis and permanent housing** and other needed resources.
3. Create **stable, effective, community-wide crisis housing** that serves all homeless subpopulations and supports movement into housing.
4. Create a **strategy board** that represents the whole Springfield & Sangamon County community to lead this plan's efforts using an inclusive framework and structure for operating.
5. Improve the **collection and use of data related to homelessness** to improve the performance of the system of care and to reduce inequity by identifying unmet needs and improving service delivery.
6. Create a strong, sustainable **Lived Experience Advisory Board** to ensure the voice of people with lived experience of homelessness is incorporated throughout the homeless system.

Strategic Plan Strategies

Strategy 1 Create safe, effective housing opportunities

Goal

Increase the number of permanent affordable and supportive housing units available for people experiencing homelessness

Metric

- Create 765 permanent housing opportunities for people experiencing homelessness

Lead

Housing Task Force

Staffing

Housing Development Coordinator

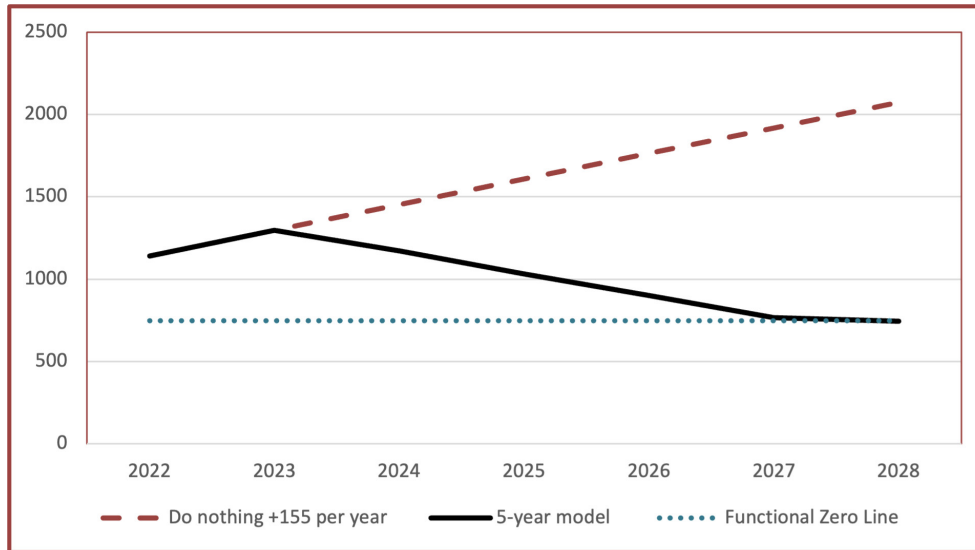


Examples of Permanent Housing Opportunities

- New built units
- Rehabilitated or renovated units
- Housing subsidies to use in existing units in the community (may be short- or long-term)
- Shared housing
- Tiny homes, and
- Any other home where a person can live without a time limit.



Five Year Model of Total Number of People Experiencing Homelessness, 2022-2028



Looking at data from recent years, the number of people who are served by local homeless housing and service providers in our community is **increasing by 155 people each year**. To increase the system to meet demand, not only for **today's** homeless population, **but also the people that are forecasted to become homeless in the next five years**, requires:

- 365 units of rapid rehousing (short term housing subsidy and services to support household stability) and,
- 400 units of permanent supportive housing (non-time-limited housing with services to ensure people with disabilities maintain housing).

The Details								
Current Inflow	747	Ideally, this average number will come down over time – but is not included in the model.						
Current Outflow	591	To reach Functional Zero, this average number needs to match the inflow number and is included in the model						
Unmet Need	155	With no action, this is the projected addition to the population each year. This is the number we are reducing to zero to meet Functional Zero.						
Total Active Homeless in HMIS	1142	This is current number served annually. To reach Functional Zero, it needs to match the new outflow number (747).						
		2022	2023	2024	2025	2026	2027	2028
Total Homeless Population if No Changes Are Made (red dashed line)		1142*	1297	1453	1608	1764	1919	2074
Proposed 5-year Model for Total Homeless Population (black solid line)		1142	1297	1171	1030	899	765	744
*1142 is the unduplicated number of people served in homeless programs (not permanent supportive housing) in calendar year 2022.								

Additional Units Per Year						
	2023	2024	2025	2026	2027	Total
Annual Housing Resources						
Short-Term Rapid Rehousing	25	25	50	45	15	160
Long-Term Rapid Rehousing	75	75	25	20	10	205
Units Aggregate and Are Maintained Going Forward						
Permanent Supportive Housing	100	100	100	100	0	400
<p>Notes:</p> <ul style="list-style-type: none"> • There will be an initial period of intense investment followed by a softening and sustaining period. For example, the rapid rehousing numbers increase to 100 each year in early years to address backlog, but Functional Zero will be sustainable with only 25 total annual units in addition to the current units available today going forward. In addition, the plan calls for 400 units of new permanent supportive housing in the first four years that will need to be maintained post-plan, but after the plan period, turnover in permanent supportive housing will serve all new people becoming homeless who need permanent supportive housing. • This model assumes short-term rapid rehousing will serve a household for a year or less, long-term rapid rehousing will serve a household for up to two years, and permanent supportive housing will have a 15% turnover rate. • The unit allocation was determined based on current coordinated entry assessments and may change as coordinated entry changes practices. • This model assumes no current units will be defunded. • By implementing diversion and ramping up prevention, potentially less units will be needed. 						

Action Steps

1. Create a **Housing Task Force** that meets quarterly to align funding and other development processes cross-community. Membership will include housing-focused representatives from the city, county, Springfield Housing Authority, people of lived experience, developers, landlords, and community stakeholders:
 - a. To develop and implement a strategy for creating homeless housing that will meet the goals of this plan
 - b. To influence and align existing processes
 - c. To oversee and advocate for funding for housing (e.g., CDBG, General Revenue, ARPA, CoC, health care resources, and philanthropy); and
 - d. Be responsible for needs assessment, strategic planning, and proposals to government funding sources related to housing for persons experiencing homelessness.

2. Create **765 more permanent housing opportunities** for people experiencing homelessness and people at risk of becoming homeless through new construction, rehabilitation, or by accessing existing housing stock.
 - a. To increase access to community-based units and use of available government subsidies for housing, develop a **landlord engagement and support program** to recruit landlords and provide education, specialized supports, and financial supports to landlords.
 - b. Create and maintain permanent **housing with wraparound services on-site** for those with serious mental illness, substance use disorders, and other health needs.
 - c. **Work alongside developers and landlords** to identify strategies to create housing opportunities, which may include financial or other incentives or leveraging properties owned by the County and/or the City of Springfield.
 - d. Support development of an **affordable housing plan** to support homelessness prevention and reduce returns to homelessness.
3. **Build capacity** in the community to build, rehabilitate and provide housing to homeless and at-risk populations.
 - a. Develop the **infrastructure and experience** to respond to housing opportunities and develop new housing, which includes identifying opportunities, funding, resources, and partners and investing in organizational capacity-building with existing providers.
 - b. Identify, recruit, and support **property management companies** to administer affordable and subsidized housing.
4. Ensure permanent housing projects are **fully and sustainably funded**, including funding for operations and supportive services that support people experiencing homelessness to maintain housing.
 - a. Capitalize on short-term and long-term funding to create and sustain permanent housing such as County CSBG, ARPA, HOME, and CDBG.
 - b. Build new public-private partnerships to develop permanent housing.
 - c. Build new partnerships with health care to develop permanent housing and services.
 - d. Develop a strategy and mechanism to monitor and apply for available federal, state, and private funding for housing and services (e.g., apply for IDHA funding annually for the next 5 years).



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Strategy 2

Improve the effectiveness of the homeless system

Goal

The homeless system of care is effectively and efficiently meeting the needs of people experiencing homelessness and speeding their recovery from homelessness.

Metric

- Maintain communitywide housing retention rate of at least 95%.
 - Increase rate of people who access shelter or outreach that exit homelessness into permanent housing from approximately 16% to 40%.
-

Lead

Heartland CoC Board

Staffing

Implementation & Crisis Response Coordinator

Action Steps

1. Develop practices to **identify and link unsheltered Sangamon County residents to crisis and permanent housing** and other needed resources.
 - a. Create a **By Name List of unsheltered persons** to help coordinate strategy and approach to housing each individual experiencing unsheltered homelessness.
 - b. Revise **Coordinated Entry system prioritization** to prioritize unsheltered persons and integrate equity principles.
 - c. **Coordinate, align & target outreach working and housing navigators** to reduce duplication and ensure housing-focused approach, including creating **community-wide outreach standards** to improve safety, housing outcomes and equity.
2. Build **diversion strategies and resources** and link to existing programs to support returning households to housing immediately.
3. Create **stable, effective, community-wide crisis housing** that serves all homeless subpopulations and supports movement into housing.
 - a. Annually, **review data and identify current resources and community need** to inform allocation of emergency shelter and transitional housing resources, including strategies to

Permanent Housing Retention Performance

Permanent housing retention was 99% in federal fiscal years 2020 and 2021, a strong increase from 82% in 2018.

serve underserved populations and to flex units to serve different populations as needs arise.

- b. Create and stabilize **low-barrier, housing-focused shelter(s)**, that accepts all people experiencing homelessness, aligns with public health priorities, operates 24/7, and prioritizes placement for people who are unsheltered.
 - c. Expand access to **flexible funding** for housing-focused needs (e.g., utility arrears, car repair, getting identification, transportation, relocation to friends or family, employment needs) to support diversion and rapid exit from homelessness.
4. Ensure sufficient **day services to ensure safety, protection from inclement weather, and access to referrals, services, and support** to exit homelessness, including for people who are aging, have limited mobility, and/or chronic illness. Partner with Lived Experience Advisory board to ensure resources available remain responsive to community needs.
 5. Develop **community wide standards for providing individualized supportive services at and operating shelters, day services, transitional housing, rapid rehousing, and permanent supportive housing** that include training requirements; equitable assessment, service and case conferencing expectations; strategies to expand consideration of representation and culture in hiring and engagement; support for peer- based services; and other guidance and tools to ensure success of agencies of to serve broader populations, to implement best practices, to improve equity, to expand diversity, and to expand access to housing. Standards should include regular review of program level performance and resources to improve outcomes at program level.
 6. Community wide, **strategically focus and prioritize supports for recently housed** individuals to ensure housing stability.



Case Managers & Supportive Services

Case managers and other service providers support people experiencing homelessness to:

- Plan their path to housing,
- Access resources like health care and job training,
- Complete applications for benefits,
- Create personal budgets, and
- Solve problems.

Without these providers, recovery from homelessness can be much longer and more difficult. By supporting these providers to learn and use the most effective practices, homelessness can be ended more quickly with less trauma.

Goal

Create a county-wide, coordinated response to homelessness to minimize duplication of effort and improve system effectiveness to reduce homelessness.

Metric

- Reduce the system's length of time people experience homelessness to less than 60 days on average.
 - System-wide, reduce rate of returns to homelessness from 28% to 15%.
-

Lead

Heartland HOUSED

Staffing

Implementation & Crisis Response Coordinator

Action Steps

Cross System

1. Create systems to support **cross-system data sharing** including expanding HMIS usage, data exchange, and easily accessible dashboard to reduce duplication of services across full community, while protecting individual privacy.
2. Improve and expand **cross-system service coordination and referrals** to be more transparent and effective and to reduce duplication through strategies that include cross training, appropriate referrals (e.g., leveraging primary care providers or specialty outreach), case conferencing, discharge planning, cross-siting, expanded on-site services, expanded service hours, expand adjacent supports (i.e., legal, child welfare, employment, etc.) and real time data sharing.
3. **Improve access to treatment and services system-wide** by restructuring access and program requirements to reduce barriers (including transportation), implement best practices, and ensure welcoming, culturally specific, trauma-informed services.

Healthcare

4. Build on **coordinated entry system to improve navigation and coordination of the homeless and health care systems of care by individuals experiencing homelessness**, including those with behavioral health issues, which may include improving equity in assessment, providing additional information to coordinated entry access points about eligibility and availability, adding additional screening tools or processes to intake, improving culturally-specific service provision, or may include more streamlined, integrated referral processes.
5. Improve access to **dental health care services** for people experiencing homelessness.
6. **Improve discharge planning** practices, ensuring access to medicine and appropriate supports for people experiencing homelessness, and specifically, create 10 units **bridge housing with integrated case management for those discharged from hospitals and treatment facilities** to ensure stability during transition to housing.

Public Safety System

7. Engaging all facets of the criminal legal system and community supports, **improve discharge planning** to ensure people exiting public safety system have housing access and support.
8. Continue to provide **clinical services for persons experiencing homelessness that coordinate with law enforcement and court services** to increase engagement and collaboration with new and existing partners.
9. Improve access to **criminal legal system diversion court programs** for people experiencing homelessness, including by expanding programs, destigmatizing programs, and focusing engagement on underserved populations.
10. Improve access to **detox beds** and other community resources to avoid criminal legal system involvement.

Workforce Development

11. Identify and engage **employers** to hire and train people experiencing homelessness.
12. Create resources to address system gaps for **populations that experience economic disparities** in this community, including people who have disabilities, who are Black, or who are seniors.
13. Provide **case management support to employers and employees** who are currently or formerly homeless to improve relationships and placement success.
14. Leverage **supported employment programs** and resources designed for the specific challenges people experiencing homelessness may experience, which may include, for example, shelter or housing, identification document access, transportation, childcare, tools/uniform stipends, literacy education, and GED programs.
15. Create **Individualized Placement Support (IPS)** for employment for individuals with high needs or barriers.

Strategy
4

Community works collaboratively to address homelessness

Goal

Share information, share responsibility, and improve success of ending homelessness in Sangamon County and Springfield.

Metric

- Increase funding from federal, state, and private sources by 50% from current levels.
 - Design and maintain a two-way community communications strategy about homelessness and plan implementation throughout the plan timeline.
-

Lead

Heartland HOUSED

Staffing

Executive Director of Heartland HOUSED

Action Steps

1. Create a strategy board that represents the whole Springfield & Sangamon County community to lead this plan’s efforts using an inclusive framework and structure for operating. The strategy board will give strategic direction to the Heartland Continuum of Care Board. The board will include members from the public and private sectors, including representatives of hospital systems, philanthropy, and advocacy organizations, and at least 1/3 of the board must be people who are Black, Indigenous or other People of Color.

“This strategy creates the permanent infrastructure necessary to solve this problem in our community.”



Heartland HOUSED Strategy Board Membership

How will the Heartland HOUSED Strategy Board & Heartland CoC Board partner?

Heartland HOUSED Strategy Board

The new strategy board will be a public-private, cross-sector, decision-making and leadership body that will guide policy and oversee strategic plan implementation.

Key Roles of the strategy board will include:

- Decision making and oversight of policy for the homeless system and the strategic plan
- Alignment and creation of resources for the homeless system
- Monitoring and communicating on progress in addressing homeless.

Heartland CoC Board

The Heartland Continuum of Care Board will continue in its current roles, including meeting HUD requirements, and will also be responsible for implementation of the plan's strategies.

Key Roles of the Heartland CoC Board would include:

- Implementation of the strategic plan strategies
- Utilization of funding towards strategic plan goals
- Implementation of HUD mandates

2. Using hiring strategies to expand representation, increase staffing for homeless system to 6.0 FTE to coordinate system of care community-wide and ensure support for implementation of plan strategies.

Plan Staffing Structure

Heartland HOUSED staff will be responsible for coordinating efforts and activities across the community to improve outcomes for the homeless system of care.

Core Staff

- **Executive Director** (1.0 FTE) to staff the Strategy Board and CoC Board, lead public relations and communications, generate funding, and track, guide, and support strategy implementation.
- **Implementation & Crisis Response Coordinator** (1.0 FTE) to lead crisis response system, trainings, technical assistance, and respond to HUD mandates
- **Housing Development Coordinator** (1.0 FTE) to drive housing creation, including providing technical assistance to agencies to develop housing, coordinating community support, and identifying and braiding funding for housing.
- **HMIS Administrator** (1.0 FTE) to administer data system and undertake data analysis.

Additional Staff

- **Housing Navigation & Lived Experience Coordinator** (1.0 FTE) to support Lived Experience Board and unsheltered housing efforts.
- **Administrative & Communications Assistant** (1.0 FTE) to support team and public relations efforts.

3. Expand funding dedicated to housing and services that reduce homelessness in this community.

Selected Annual Costs for Plan Efforts		
Expected Costs	Expected Annual Expenditures	Potential Sources
System Building Activities, including staff	\$625,000	County, City, Township, CoC, private sources
Permanent Housing Subsidies & Landlord Supports	\$2,250,000	Public Housing Authority, CoC, HOME-ARP, Other HUD, State, private sources
Housing and Service Provider Capacity Building	\$635,000	HOME-ARP, County, City health care, private sources
Crisis Response System, including shelter, prevention, & diversion	\$900,000	HOME-ARP, City, County, Township, health care, private sources

4. Improve the **collection and use of data related to homelessness** to improve the performance of the system of care and to reduce inequity by identifying unmet needs and improving service delivery, including by:
 - a. Creating a **web-based community dashboard** to share progress on homelessness (broken out by demographics) and strategic planning efforts, including training opportunities.
 - b. Annually, conducting a gaps analysis and equity-centered evaluation plan to ensure equitable service models system-wide, to focus resources to underserved populations and to support the annual implementation plan.
5. Coordinate a two-way community **communications strategy** to both inform and gather information regarding:
 - a. The challenges and successes of this plan's implementation
 - b. The results of data analyses
 - c. How community members can help end homelessness and
 - d. How to connect people in need to resources.

6. Respond to **citizen concerns about homelessness and siting housing** throughout Springfield and Sangamon County through information sharing, community building activities, and community engagement.
 - a. Create **strategies to combat Not In My Backyard (NIMBY)** community responses.
 - b. Increase engagement, openness, information sharing, safety, awareness, and partnership with **neighborhood associations** and communities, particularly those that have been directly impacted by homelessness.
 - c. Develop a **Good Neighbor practice and policy**, providing extra support to communities with existing or new homeless housing projects, which may include keeping the neighborhood clean, managing noise, or adding additional security staff or structures, to ensure community harmony and safety.
7. Create a strong, sustainable **Lived Experience Advisory Board** to ensure the voice of people with lived experience of homelessness is incorporated throughout the homeless system.



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Appendix - Strategy Board Membership

Membership: The board may have up to 20 members. These members must include:

1. Mayor of Springfield
2. County Board Chairman
3. Key Leader from Continuum of Care
4. At least one Person(s) with Lived Experience of Homelessness (within the last 7 years)
5. Key leader from Springfield Housing Authority
6. Key leader from Springfield Memorial Hospital
7. Key leader from HSHS St. John's Hospital

The board must also include key leaders from at least 5 of the 8 entities listed below on the board:

8. Capitol Township
9. Urban League
10. NAACP
11. The Springfield Project
12. Community Foundation for Land of Lincoln
13. United Way
14. SIU School of Medicine
15. An impacted neighborhood association (designated by Mayor)

Additional at-large members may be invited by the board or through a public application process organized by the board to improve representation including:

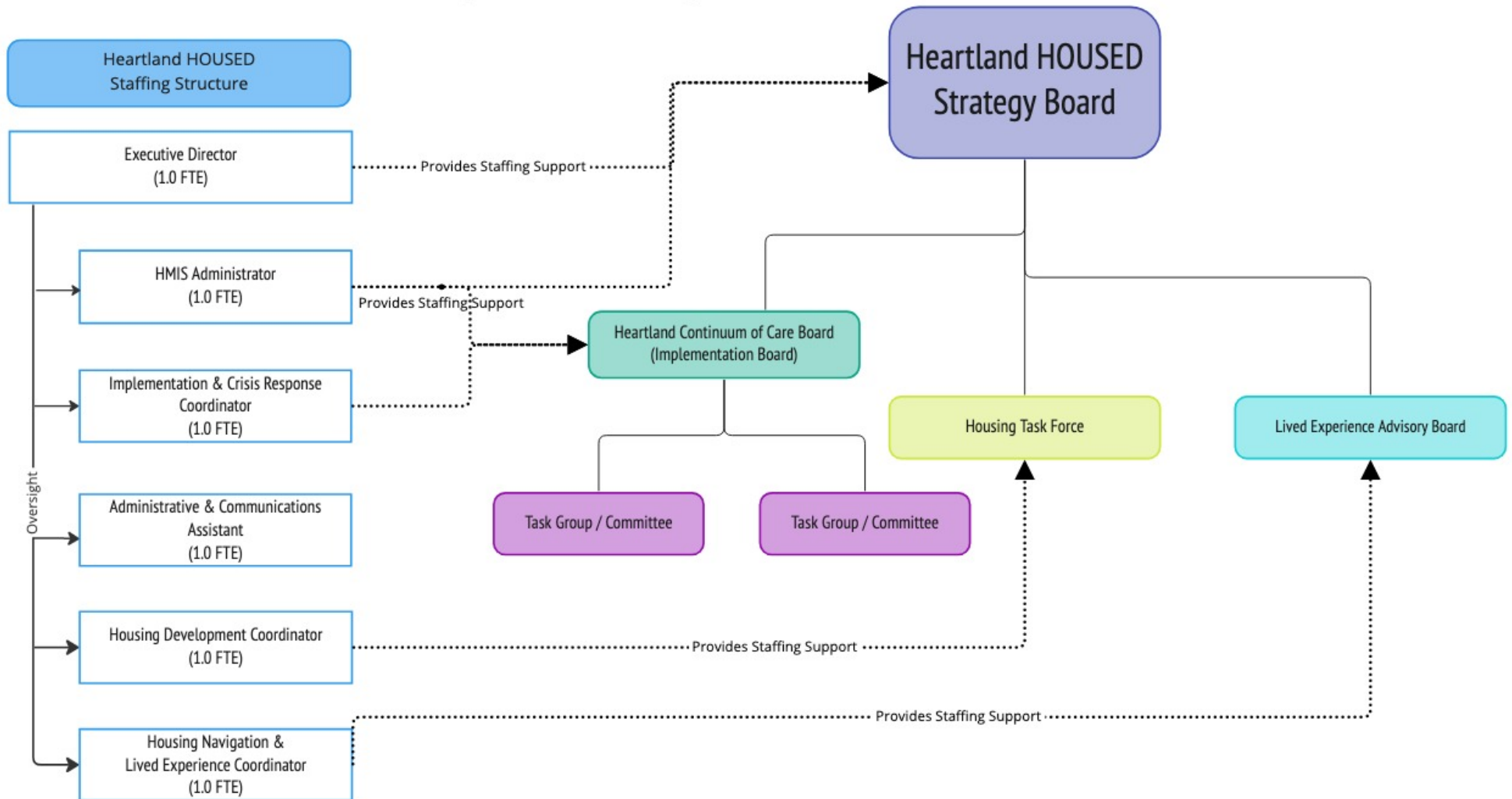
16. At least one representative of a Faith Community
17. At least one Diversity, Equity, Inclusion and Belonging (DEIB) professional

Other at large members may also represent additional homeless housing/shelter/service providers, business/commerce, philanthropy, or other community members. Members may represent more than one role.

At least 1/3 of the board must be people who are Black, Indigenous, or other People of Color (BIPOC). In selecting board members, the board should also consider representatives of groups that are overrepresented in the homeless system of care, which includes **people who are LGBTQIA+, who are immigrants, who have experience with the criminal legal system, or who have behavioral health disorders.**

Appendix - Implementation Structure

Strategic Plan Implementation Structure



Glossary of Terms

Bridge Housing – Interim housing that provides a temporary, stable experience that can facilitate placement into permanent housing. Often thought of as the missing link between the shelter system and permanent housing.

Community Development Block Grant (CDBG) – Federal funding supporting local community development.

Chronic Homelessness – People who have experienced homelessness for at least a year — or repeatedly — while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability.

Continuum of Care (CoC) – A network of stakeholders that coordinates efforts to end homelessness locally and applies for HUD CoC funding through a consolidated application.

Crisis Housing – Housing that provides a safe and adequate nighttime residence for homeless individuals and families during their transition to permanent housing. Shelter and bridge housing are types of crisis housing.

Diversion – A strategy for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing.

Functional Zero – The point when a community's homeless system of care can prevent homelessness whenever possible and ensure that when homelessness does occur, it is rare, brief, and one-time

Homeless Management Information System (HMIS) – The data tracking system for client-level data on homelessness.

Homelessness – The state of people who are living in a place not meant for human habitation, in emergency shelter, in transitional housing, or exiting an institution where they temporarily resided. People who will lose their housing within 14 days or are fleeing from domestic violence, don't have a place to go, and don't have the resources to find a place to go are also considered homeless. This is the definition used in the strategic plan and to track data.

HUD – The U. S. Department of Housing and Urban Development, primary federal funder of homeless resources.

Permanent Housing – Community-based housing without a designated length of stay where formerly homeless individuals and families live as independently as possible.

Permanent Supportive Housing (PSH) – Programs providing permanent housing with supportive services (e.g., case management, health services, financial services), usually for chronically homeless people.

Point-In-Time Count (PIT) – Annual sheltered and unsheltered count in January of all homeless persons in the area.

Rapid Re-Housing (RRH) – Programs provide rental and financial assistance and services to quickly house homeless households in the community.

Trauma-informed Services – Services that recognize that most people have a history of trauma, are attuned to symptoms of trauma, and acknowledge the role that trauma may play in an individual's life.

Unsheltered Homelessness – The state of people who spend most nights in places not meant to be used as a regular sleeping place for human beings, such as the streets, makeshift shelters (tents, boxes) or vehicles.

Thank you

This planning process would not have been possible without the financial support of:



This plan benefited from the leadership of its Steering Committee:

Amy Voils	MERCY Communities
Andy Van Meter	Sangamon County Board
Becky Gabany	Springfield Memorial Hospital
Dominic Watson	Springfield Black Chamber of Commerce
Jackie L. Newman	Springfield Housing Authority
Jilnita Johnson	Helping Hands
Jim Langfelder	Mayor of Springfield
Juan Huerta	City of Springfield
Kim Luz	Hospital Sisters Health System (HSHS)
Marcus Johnson	Springfield Urban League
Ricky Reece	Community Member
Stacy Reed	Community Foundation for the Land of Lincoln
Vea Crawford	Community Member

The planning process would not have been possible without support from Josh Sabo, Heartland Continuum of Care Coordinator.

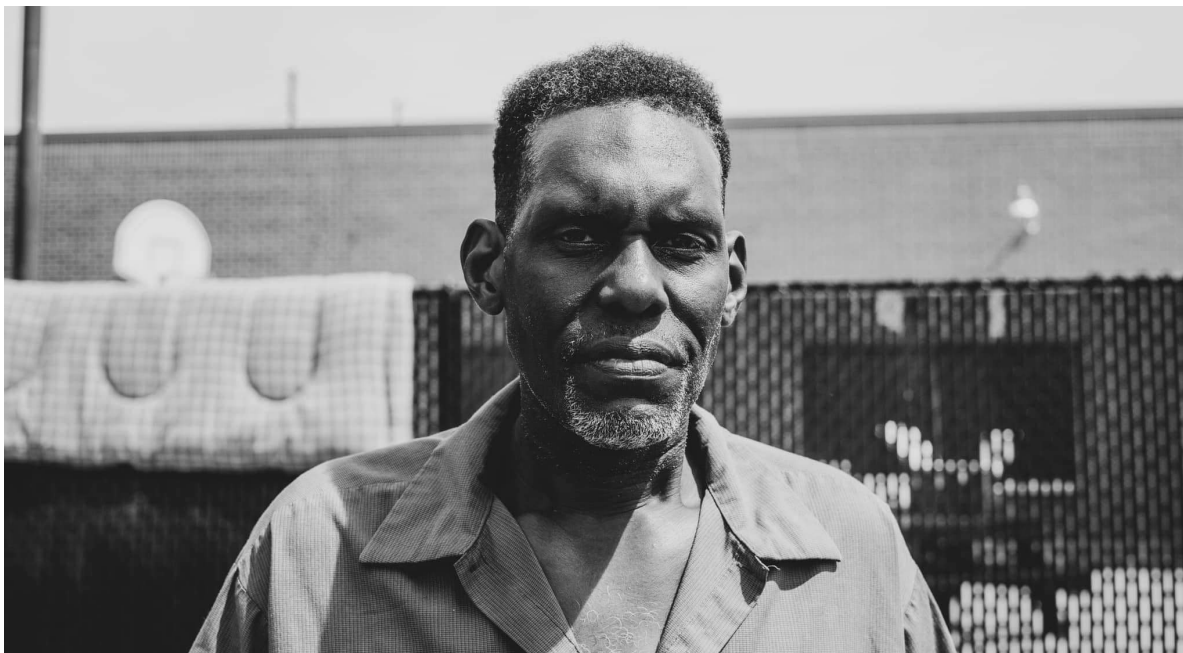
We are also grateful to all the agencies and community members that provided input and information to improve this planning process.



This plan is a priority project of The Next 10, a community visioning project sponsored by the Community Foundation for the Land of Lincoln.

Addressing homelessness was a key component under the priority of Mental/Behavioral Health in the 2021 Community Health Needs Assessment conducted by Springfield Memorial Hospital, HSHS St. John's Hospital, and the Sangamon County Department of Public Health.

Homebase and LathanHarris, Inc. are contributing authors to this strategic plan.



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STRATEGIC PLAN 2025-2029

*Making Homelessness
Rare, Brief, and Non-Recurring*



The Anne & Henry Zarrow
FOUNDATION



Table of CONTENTS

FOREWORD	01
HOMELESSNESS IN TULSA	02
GOAL 1	08
<i>Stop Homelessness Before it Begins</i>	
GOAL 2	11
<i>Transform the Homelessness System of Care to be More Effective, Equitable, & Person-Centered</i>	
GOAL 3	15
<i>Increase Access to Housing</i>	
GOAL 4	18
<i>Partner Across Tulsa to Build Solutions & Access Resources</i>	
DEFINITIONS & DATA SOURCES	20
ACKNOWLEDGMENTS	21

FOREWORD *from the Chair*

Strategic plans have two trajectories: they can either be wordy edicts that sit on a shelf, or they can be a tool to effect change. I'm proud to say that A Way Home for Tulsa used its first strategic plan, established in 2019, as a roadmap that has guided us to a place of unprecedented collaboration and commitment to making homelessness rare, brief, and non-recurring.

Like any good roadmap, it must be adapted to accurately represent the new landscape. So we began charting new territory this year, strategically, inclusively, and methodically charting a new path forward. I'm proud of our collective for reasons too numerous to list, but one of the things I appreciate most about our AWH4T is its commitment to process. The process undertaken to get to this new strategic plan was a reflection of our values of inclusion of diverse voices – including those with lived experience – as well as being data-driven and grounded in mission. You'll see that throughout this strategic plan document.

We've navigated many obstacles over the last five years as we've lived out our strategic plan, and there will no doubt be new challenges to traverse. But I am confident that this collective will walk the path together to create a better future for all Tulsans over the next five years and beyond.

Onward and upward!



Ginny Hensley
2024 Chair, AWH4T Leadership Council

VISION

Improve the quality of life for all people in Tulsa by creating a community where homelessness—if it occurs—is rare, brief, and non-recurring.

HOMELESSNESS *in Tulsa*

Our Progress

In 2020, **A Way Home for Tulsa** adopted a strategic plan with a vision to make homelessness rare, brief, and non-recurring for all members of our community. The process to develop the previous strategic plan brought together hundreds of community members and partners from across Tulsa. Through this effort, the community created a clear path forward to address homelessness. To ensure our success, A Way Home for Tulsa (AWH4T) developed into a strong member-based continuum of care that moves the plan forward, and Housing Solutions was created to lead the implementation.

Through this community partnership, Tulsa has made progress on the goals of the strategic plan, despite roadblocks such as the COVID-19 pandemic and steadily rising rental costs in Tulsa. AWH4T prevented 18,000 people from becoming homeless in 2024, succeeded in housing more than 4,000 individuals and families with AWH4T partners since 2020, and ninety four percent of the people placed in permanent supportive housing remained housed. Since implementation of the previous strategic plan, AWH4T has also more than doubled the amount of annual federal funding for homelessness services through the Continuum of Care Program to over \$8.67 million.



4,134

Individuals & families housed by AWH4T partners since 2020



94%

of permanent supportive housing residents retained their housing since 2020



18,066

People accessed AWH4T homelessness prevention or intervention services in 2024



167%

Increase in Housing & Urban Development (HUD) funding from 2020 to 2024

→ *Key Milestones*



Overhauled the AWH4T prioritization process (used to match individuals to housing opportunities) in collaboration with the Department of Housing & Urban Development Equity Initiative.

This process incorporated key voices from service providers, community members, and lived experience advocates, and resulted in the replacement of the flawed Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) with a Tulsa-specific process which has already improved equity in AWH4T system performance.



Created the Social Services Hub to prevent evictions through collaborative resource and service provision including legal advisement, housing navigation, and more than \$50 million in emergency rental assistance.

Coordinated by the Landlord Tenant Resource Center, Legal Aid of Oklahoma, and Restore Hope Ministries, the Hub has been a steady resource for households headed to eviction court, serving more than 11,000 people facing eviction since its launch in 2021.



Invigorated the effort to end youth homelessness in Tulsa through the Youth Homelessness Demonstration Program (YHDP), which expanded and diversified housing opportunities for young people.

In 2022, AWH4T was selected to be part of round six of the YHDP initiative, receiving \$5.38 million to fund strategic programming for youth and young adults. The process, led by the AWH4T Youth Action Board (YAB), funded five new projects which expanded and diversified our network of youth service providers and considerable increased youth-specific housing opportunities.

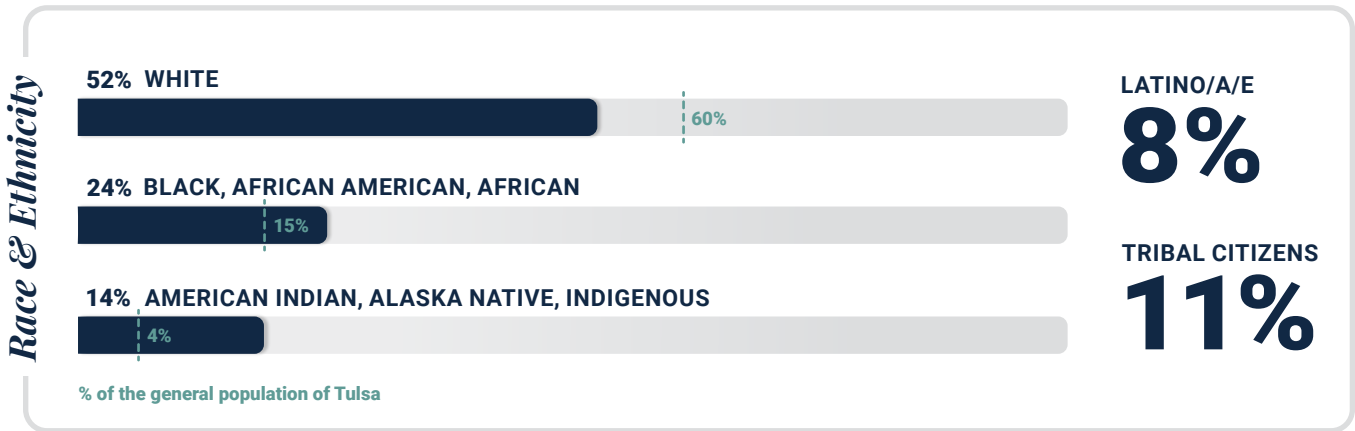


HOMELESSNESS *in Tulsa*

The Current State

During the COVID-19 pandemic, as we began implementing the previous Strategic Plan, the influx of federal resources into Tulsa City and County helped to make significant reductions in homelessness, but as those time-limited resources expired, evictions accelerated and homelessness is rising.

In this 2025-2029 Strategic Plan, AWH4T continues to emphasize not only housing people currently experiencing homelessness in Tulsa, but also proactively preventing future homelessness. In order to do so, we must understand the current extent and experience of homelessness. Using the snapshot results of the AWH4T 2024 Point in Time Count, we can get an idea of who is experiencing homelessness, the barriers they face, and the needs that must be met to ensure all Tulsans are able to access safe, affordable housing.





46%
HAVE A DISABLING
CONDITION

56% 
HAVE EXPERIENCE IN
THE JUSTICE SYSTEM



8%
ARE VETERANS



23%
ARE EMPLOYED



17%
HAVE BEEN IN THE
FOSTER CARE SYSTEM

39% 
HAVE EXPERIENCED
DOMESTIC VIOLENCE

52% *New to
Homelessness*

In 2023, 2,816 of the 5,441 people served by Emergency Shelters, Safe Havens, Transitional Housing, and Street Outreach were experiencing homelessness for the first time.

73%

BEGAN THEIR EXPERIENCE
OF HOMELESSNESS IN TULSA

81%

BECAME HOMELESS
IN OKLAHOMA

Racial Disparities

In Tulsa, communities of color continue to experience homelessness at disproportionate rates, reflecting our community's painful legacy of race-based discrimination and violence which impacts individuals and families to this day. However, it is from this legacy that we may learn, building our homelessness system of care to be compassionate, effective, and equitable for all Tulsans.

1

LACK OF
AFFORDABLE
HOUSING

2

LOSS OF
INCOME OR
BENEFITS

3

MENTAL
HEALTH
NEEDS

4

LOSS OF
JOB OR
EMPLOYMENT

5

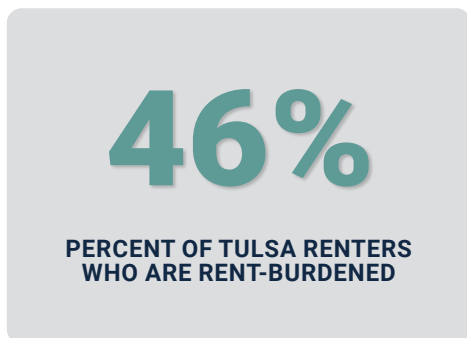
RELATIONSHIP
BREAK-
DOWN

*Top Causes of
Homelessness*

HOMELESSNESS *in Tulsa*

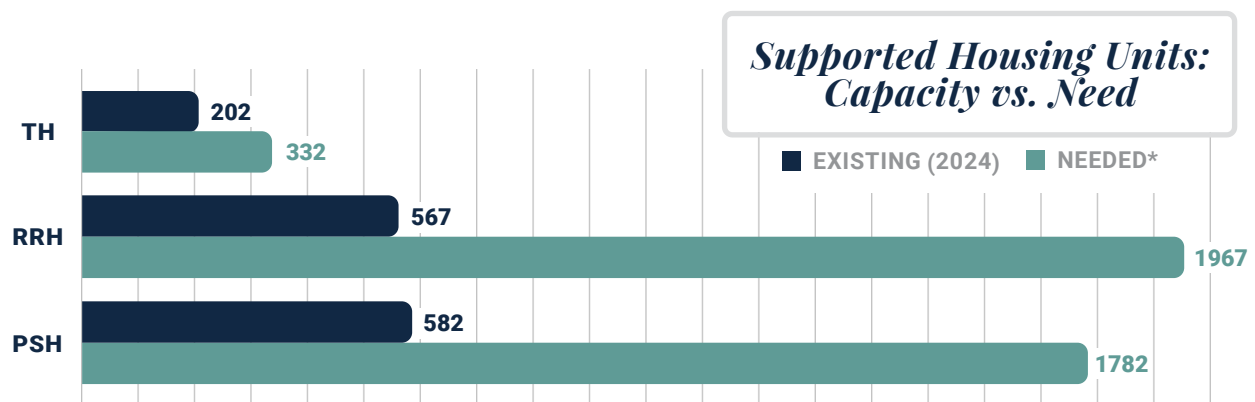
The Affordable Housing Gap

Since 2019, wages have stagnated while housing costs have steadily increased, exacerbating a housing affordability gap in Tulsa. These rising costs are the result of a housing market under pressure, inflamed by high construction and maintenance costs and a steady influx of new residents increasing an already strong demand for existing, aging housing stock. This most acutely affects individuals and families who have Extremely Low Income (ELI): those earning below 30% of the Area Median Income (AMI); which includes most people experiencing homelessness. Recent research shows, however, that Tulsa is short on housing stock to meeting the needs of residents at all income levels.



A comprehensive strategy to end homelessness will necessarily include creating and preserving all types of units to relieve the housing market: homes which meet the needs of upper and middle income households, renters who are rent-burdened (dedicating more than 30% of their income to rent), households who are at risk of homelessness, as well as those already experiencing it.

In order to achieve “functional zero”—where the number of people entering homelessness is less than the number of people exiting it to stable housing—our community will need to significantly increase housing opportunities with built-in support such as Transitional Housing (TH), Rapid Re-Housing (RRH), and Permanent Supportive Housing (PSH).



*Estimated by 2033, Tulsa Citywide Housing Assessment, 2023

Measuring Success

Utilizing these key metrics, our community will evaluate successful implementation of this strategic plan, collaboratively developing annual work plans to monitor and report progress.



House **5,000** people through CoC projects by 2029



Prevent at least **50,000** people from becoming homeless



Ensure **96%** of households in permanent housing programs retain their housing



Reduce the number of people experiencing homelessness for the first time by **5%** annually



Reduce the percent of households returning to homelessness within 24 months of a successful exit to **15%**



Annually conduct a **racial equity analysis** and reduce over-representation by **10%**

GOAL 1

Stop Homelessness Before It Begins

A | *Reduce evictions and support those who are or might be evicted to avoid homelessness.*

1 Improve policies and processes related to eviction court.

Eviction Court. Increase resources for eviction court to allow for more consideration of individual eviction cases, maintaining the relationship with the Chief Presiding Judge of the Eviction Docket for the provision of resources and education.

Laws & Ordinances. Continue work on changing state and local laws and ordinances to address the power imbalance in eviction court.

2 Identify and challenge landlords with excessively high numbers of evictions.

High Numbers of Evictions. Identify property owners and landlords with a high number of evictions or egregious eviction practices and intercede to educate and prevent filings.

Consequences. Enforce consequences for landlords and their legal representatives that violate laws and professional standards.

3 Provide information, tools, and legal support to people who are, or are at risk of, being evicted.

Courthouse Support. Maintain high-visibility programs and partnerships, such as Legal Aid and the Landlord Tenant Resource Center, to provide information, advocacy, and assistance to tenants.

Data & Partnerships. Employ existing data and partnerships to identify households at risk of eviction and provide targeted eviction prevention resources, identifying and cementing new sources of data and partnerships to further understand the scope of need.

Public Information. Create and distribute materials to the public about tenant rights, options, and available resources.

Centralized Coordination. Leveraging a “no wrong door” approach and 211, develop a robust, centralized entity to function as a conduit for eviction prevention information and resource coordination.

4 Provide support to landlords to prevent evictions.

Partnership. Enhance partnership with Tulsa Apartment Association and other like entities to inform landlords of resources available to prevent eviction proceedings, such as tenant mediation services, financial services, or other supportive resources.

Landlord Incentives. Incentivize landlords and landlord attorneys to partner on eviction prevention strategies by offering resources.

5 Improve and expand eviction prevention funding resources.

Flexible Funding. Increase the availability of flexible funding resources available to tenants and/or landlords to prevent evictions.

Tulsa's High Eviction Rate

Number of eviction filings
between 2020-2024¹

54,767

25%

Renter households at
risk of eviction in Tulsa²

%0.07

Rate of success for Tulsa renters who go
to eviction court without representation²

1. Civil Court Data Initiative. Legal Services Corporation, 2022. (accessed 02/10/2025).

2. Right to Counsel in Oklahoma (PDF), Oklahoma Policy Institute

“Along with instability, eviction also causes loss. Families lose not only their home, school, and neighborhood but also their possessions: furniture, clothes, books. It takes a good amount of money and time to establish a home. Eviction can erase all that.”

Matthew Desmond, *Evicted: Poverty and Profit in the American City*

B | *Improve discharge policies and supports to reduce the number of individuals exiting institutions and systems of care without housing.*

1 Change discharge policies and increase data sharing to ensure safe exit from institutions and systems, including corrections, health care settings, and foster care.

Jail Discharge. Collaborate with the city, county, and tribal justice systems to minimize discharges to homelessness and ensure safe discharge processes.

DOC Discharge. Support agencies working with the Department of Corrections administration to revise policies and processes, ensuring effective transitions at discharge.

Health Care Discharge. Connect health care providers to necessary housing resources, creating paths for discharge from hospitals or other health care institutions to housing.

Foster Care Discharge. Coordinate with agencies serving youth exiting foster care to ensure access to employment and housing resources prior to aging out of state custody.

2 Create processes to improve connections to services before and after discharge from corrections, foster care, and health care systems.

Connect Before Exit. Create opportunities for individuals leaving a system of care to connect to community resources while still in the institution or in custody.

Mentorship. Strengthen mentorship and peer support programs and networks, including by leveraging the faith-based community.

3 Extend resource availability for a longer period after discharge, including housing, employment support, and community connections.

Transition Resources. Extend service periods after discharge from foster care and corrections systems for resources such as housing search support, job training, substance use and mental health treatment, home-based services, family supports, mentorship programs, or community connections to effectively support transition and recovery.

Continuous Case Management. Provide enhanced case management beginning prior to release and continuing for at least six months after release, as needed, for persons leaving foster care and correctional settings.

Housing for Transitions. To respond to individualized needs, expand availability and variety of short-term housing models for the transition period between institutions and independence, such as medical respite beds, targeted crisis beds with specialized services, rapid rehousing, safe haven beds, shared housing, bridge housing, and host home models.

GOAL 2

Transform the Homelessness System of Care to be More Effective, Equitable, & Person-Centered

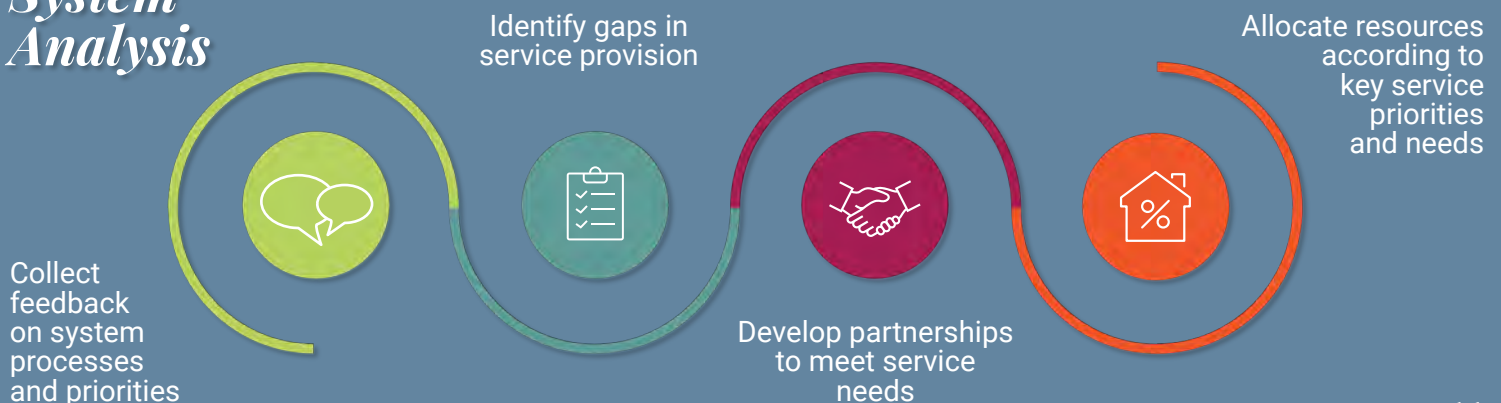
A | *Understand the need, allocate resources, and support implementation at the system level.*

1 Analyze the system annually to identify gaps, inequities, and inefficiencies to create annual funding and action priorities.

System Analysis. Annually undertake a system analysis—including an evaluation of the coordinated entry system (CES)—by collecting broad, cross-sector input and reviewing community needs and system resources (including housing, transportation, and services). Identify gaps in services provided or populations served (e.g., people on sex offender registries, justice-involved, women, young adults, couples, people with pets, people with mobility needs, people with severe mental illness), inequity in populations served (e.g., analyzed by race and 2SLGBTQ+ status), duplication or inefficient practices, or other opportunities. Then ascertain annual priorities for system performance.

Funding Landscape. Develop a funding landscape based on the system analysis to guide community-wide understanding of funding needs and priorities, updating as system analysis and available funding changes.

System Analysis



2 Ensure Outcome & Service Standards are integrated and implemented by all homelessness programs regardless of funding source.

Standards. Update Outcome & Service Standards at a minimum every five years to reflect community expectations. Standards address issues such as client satisfaction, inclusivity (e.g., people of color, 2SLGBTQ+, mental health status), assertively advancing racial equity, performance expectations, efficiency, and fidelity to evidence-based or innovative practices.

Implementation. Create and implement a process to review the integration of Outcome & Service Standards for homelessness programs, regardless of funding source. Develop onboarding process for new homelessness service programs and create an implementation scale for service providers and funders to self-assess.

Lived Experience Leadership. Support people with lived experience as leaders and decision makers in developing and carrying out processes for service standard integration and updates.

3 Direct resources to effective and/or innovative programs.

Direct Resources. After initial transition period and in alignment with annual system analysis priorities, funders will partner with providers to allocate federal, state, city, county, and private resources only to programs in compliance with community Outcome & Service Standards or implementing innovative programs.

4 Lower barriers to access the homelessness system of care.

Program Policies. Reduce barriers to entry throughout the system by amending program-level policies (related to pets, possessions, irrelevant criminal records, or prior suspension) or developing resources to support program access.

Shelter Alternatives. Informed by annual system analysis, develop sustainable shelter alternatives, including diversion and prevention programs.

5 As determined by the annual system analysis, increase needed resources.

Resources. Informed by the annual system analysis, scale resources for effective, necessary programs, which may include case management availability, employment programs, education, services for certain vulnerable populations, health care services, transportation or mentorship programs, among others.



B | *Provide services to reduce barriers to housing.*

1 Maximize the benefits of Medicaid expansion in Oklahoma.

Medicaid. Utilize all available Medicaid expansion and managed care resources.

Education & Advocacy. Educate the community on healthcare policies, especially regarding Medicaid and managed care that affect people at risk of or experiencing homelessness. Promote the development of advocates and partners to affect policy changes locally and nationally.

2 Develop coordinated person-centered service delivery to meet the needs of people regardless of service location or where the person is residing/located.

Transportation. Partner with public transportation systems, alternative transportation services, and health care to provide transportation for people in the homelessness system of care, ensuring access to services, court appearances, education, employment, etc.

Benefits Applications. Partner with additional government and benefits agencies to ensure income and other mainstream benefits are available to all people experiencing or have recently experienced homelessness, offering on-site application events and accepting applications through diverse platforms (via AWH4T partner agencies, other community locations, or electronically).

Access to Health Care. Ensure all people experiencing homelessness can access healthcare services, both mental and physical, expanding availability of mobile physical health teams, adding physical health care providers to existing teams, providing opportunities for virtual appointments, or other strategies to provide preventative care and shorten benefits documentation processes.

Substance Use Treatment. Utilize staff from Certified Community Behavioral Health Clinics (CCBHC) and local treatment providers to provide responsive, on-site substance use treatment support at homelessness service agencies, housing sites, or workforce development programs.

3 Improve access to employment and education resources.

Employment & Education. Increase access to mainstream and other resources, supporting paths to employment, including job training and education programs, for persons at risk of or experiencing homelessness.

4 Create a person-centered, trauma-informed homelessness system of care.

Trauma-Informed Care. Develop resources and a training program for CoC organizations and staff to identify and respond to trauma using evidence-based practices; support AWH4T partners in implementing Trauma-Informed practices at all staff levels.

5 Enhance inter-system coordination and case management to support access to housing.

Inter-System Coordination. Establish processes to communicate with neighboring systems of care, including medical facilities, school systems and law enforcement, about program capacity and resources to support successful transitions and respond to trauma.

Case Management. Develop community standards and benchmarks around case management best practices, expectations, on-boarding, and caseloads.

Capacity Building. Provide technical assistance to AWH4T partners to implement adequate on-going training and on-boarding for direct service staff.

Peer Specialists. Develop peer specialist positions to support people experiencing homelessness to engage in services, especially case management; peer specialists will be comprehensively trained and supported. Create internships through which people with lived experience can advance into peer specialist positions, compensating peers for their experience and expertise.

Identify a Living Wage. Identify a living wage for the homelessness system of care by analyzing wage structures and implementing recommendations.

What is a Housing Wage?

Working at minimum wage

\$7.25/hr

A person needs to work

110 hours

To afford a modest 2-bedroom rental home at Fair Market Rent (FMR)

2-Bedroom Housing Wage

(Rent at or below 30% of income)

\$21.69/hr

Tulsa Metro is the most expensive area to live in Oklahoma.

National Low Income Housing Coalition, Out of Reach Report: Oklahoma, 2024

GOAL 3

Increase Access to Housing

A | *Revise policies to produce and preserve affordable housing.*

1 Build community support to change local policies to produce quality, affordable housing, preserve existing housing stock, and reduce policy-level barriers to housing.

Communications Strategy. Develop a communications plan to build community support and deepen understanding of Tulsa's housing crisis, including identified gaps, weaknesses, and potential strategies to increase affordable housing.

Barriers. Reduce policies that create barriers to housing such as housing discrimination, overly broad criminal background exclusions, and rejections for those with prior evictions or poor credit history.

2 Build partnerships to implement new housing creation strategies.

Create New Partnerships. Provide technical assistance to new and existing AWH4T partners to develop or partner on new housing opportunities. Develop and implement a strategy to expand healthcare partnerships to create housing.

Affordable Unit Designation. Create a process to support developers and affordable housing buildings in designating set-asides to ensure target populations have access to these units.

Affordable Housing Coalition. Partner with the Affordable Housing Coalition to be created under the Tulsa Housing Strategy.

3 Support the implementation of the Tulsa Housing Strategy.

Increase PSH Units. Work with City of Tulsa, Tulsa County, affordable housing developers, and others necessary to create at least 1,200 new permanent supportive housing units.

Increase RRH Units. Work with partners to create at least 1,400 new rapid rehousing housing units.

New Low-Income Household Units. Support implementation of the Tulsa Housing Strategy to create an additional 5,000 units for households with low incomes.

B | *Increase housing placement, retention, and stability.*

1 Create systems and tools to support households at risk of or experiencing homelessness to find and access housing.

Inventory. Create a program to market AWH4T housing programs to landlords.

Housing Search. Support households not connected to services with their affordable housing searches and application submission.

Tenant Education. Develop a community-wide program to improve tenant education around areas such as tenant rights and responsibilities, financial stability, and expungement for persons exiting or at risk of homelessness.

2 Implement a comprehensive landlord strategy to include incentives, engagement, recruitment, retention, and education.

Landlord Engagement. Centralize landlord engagement to develop new partnerships with owners and developers and increase housing supply for AWH4T partner programs. Create housing navigator / landlord liaison positions that include services to educate and support landlords to reduce evictions.

Landlord Incentives & Risk Mitigation Funds. Create a fund to provide landlord incentives and risk mitigation funds for damages to units.

Tulsa Housing Authority (THA) Partnership. Partner with Tulsa Housing Authority to identify an increased number of apartment complexes that will accept housing vouchers and persons with criminal backgrounds, records of eviction, or other housing barriers.

3 Support stabilized permanent supportive housing participants to transition to other housing options, increasing service and unit availability for people who are currently experiencing homelessness.

Move On. To open permanent supportive housing units for people exiting homelessness, create additional Move On strategies to transition permanent supportive housing residents who no longer need intensive services to other subsidized housing (e.g., Oklahoma Housing Finance Agency, Tulsa Housing Authority).





4 Diversify the type and availability of permanent housing options for people who are experiencing homelessness or are at risk of homelessness.

Permanent Housing. Using the Systems Analysis and Tulsa Housing Study, increase the availability and types of permanent housing in type (e.g. rapid re-housing) and service needs (e.g., PSH for high needs) for people who are homeless or at risk of homelessness.

Housing Problem-Solving / Diversion. Develop a system-wide housing problem solving program, which includes services and flexible funds to divert households from entering the shelter system or experiencing unsheltered homelessness.

Housing Stability Case Management. Increase the availability of housing stability case management, which ensures all people in AWH4T housing projects have the coordinated services and support they need to maintain stable housing.

Education, Employment, & Benefits. Ensure people exiting homelessness to permanent housing have access to education, employment, and benefits such as Medicaid / Medicaid Expansion and are connected to Certified Community Behavioral Health Clinics (CCBHC) and other licensed providers.

5 Create a flexible fund(s) to reduce barriers to housing.

Flexible Fund. Create flexible funds to offset financial barriers to obtaining housing (e.g., security deposit, application fees, furniture, movers, etc.) and develop ongoing resources to overcome cultural barriers to seeking assistance.

Funding Analysis. Conduct a funding analysis to review the sources and utilization of flexible funds to ensure the community is strategically leveraging funds to reduce barriers to housing.

GOAL 4

Partner Across Tulsa to Build Solutions & Access Resources

A | *Increase community support.*

1 Increase resources for people exiting homelessness through partnerships with employers, faith-based organizations, businesses, volunteers, formerly homeless individuals, and other community members.

Employers. Identify Employer Champions that currently hire homeless or formerly homeless individuals and partner with these Employer Champions to identify and engage additional employers in this effort.

Employee Support. Educate employers about how to identify and support employees in a housing crisis to ensure long-term stability.

Schools. Collaborate with area schools to share resources and provide support for students at risk of or experiencing homelessness.

Opportunities to Give. Coordinate community donations of time, money, or other resources to end homelessness in Tulsa.

2 Increase community knowledge and support around homelessness through communications and advocacy.

Communications Plan. Implement a community-wide communications plan that includes an effective social media strategy and sharing success stories from people with lived experience, AWH4T member agencies, and landlords.

Sharing Information. Provide community members, including faith-based organizations and businesses, with information about how the community is responding to homelessness. Develop a method for effectively sharing information about services for AWH4T members and the community.

Advocacy. Advocate for federal and state changes to reduce barriers to housing for people who are experiencing or at-risk of homelessness.

Expungement. Educate individuals with criminal justice involvement about the possibility of expungement and resources where they can learn more and obtain legal assistance.

3 Build community capacity to support plan implementation.

Leadership Council. Expand and diversify members and partners to include healthcare and non-traditional partners. Mobilize AWH4T partners to action.

Lead Agency. Strengthen Housing Solutions so they can continue to align the strategic planning efforts, task force initiatives, and planning committees across all system partners.

AWH4T Partners. Strengthen partner agency capacity to assist in implementing the strategic plan and provide services in alignment with the AWH4T Service Standards.

People with Lived Experience. Ensure ongoing leadership development and financial support to the Participant Advisory Group (PAG) and Youth Action Board (YAB) to provide leadership, decision-making, advocacy, and mentorship in ending homelessness.

Racial Equity Analysis. Conduct a full racial equity analysis to identify any possible racial inequities within the homeless system of care, implement actions for improvement and ensure AWH4T leadership and community members understand how the homeless system of care is perpetuating racial inequity.

B | *Increase local, state, and federal support.*

1 Improve data collection and sharing across the systems of care serving people experiencing homelessness.

Data Sharing. Improve data sharing across providers. Increase and include more cross-sector data sharing (e.g., healthcare, education).

Tracking Progress. Use data to share and discuss performance/ impact with the community and homelessness service providers at least quarterly.

Educate and Communicate. Create opportunities to communicate with the wider community that align with AWH4T communications plans around data, gaps, and progress in ending homelessness. Communicate impact in an accessible way (e.g., cost of eviction).

2 Increase inflow of federal, state, and local resources for ending and preventing homelessness.

Federal & State Funding. Expand and diversify state and federal funding.

Local Funding. Increase city funding dedicated to responding to homelessness.

Capacity Building. Increase organizational capacity to develop new permanent housing projects and apply for available funding. Develop a list of fundable projects for the community.

DEFINITIONS & DATA SOURCES

Continuum of Care

The Continuum of Care (CoC) Program is a project of the U.S. Department of Housing & Urban Development (HUD) Office of Special Needs Assistance Programs (SNAPS). In order to receive funding through this program, communities must establish a CoC, made up of diverse partners including service providers, public agencies, other non-profits and businesses, among others, to strategically collaborate on addressing and ending homelessness. CoCs must also select a Lead Agency to coordinate these efforts and serve as a Collaborative Applicant during funding competitions.

In Tulsa, the CoC is called A Way Home for Tulsa (AWH4T) and Housing Solutions is designated as the Lead Agency.

Coordinated Entry System

The Coordinated Entry System (CES) is a collection of processes used by CoC Program-funded projects (and other housing/supportive service providers) to track the progress of individuals and families awaiting housing program assistance, determine their vulnerability and local prioritization status, then match them to available housing opportunities. This system is collaboratively administered by the Lead Agency, bringing together all relevant providers to coordinate care for each person until they find safe and stable housing, via CoC projects or otherwise.

Data Sources

1. OK-501 HUD Homeless Data Exchange 2.0, hudhdx2.info
2. A Way Home for Tulsa Data Dashboards
3. 2024 Point in Time Count Fact Sheet, Housing Solutions
4. Tulsa Citywide Housing Assessment, 2023, Housing Solutions

Homelessness Management Information System

The Homelessness Management Information System (HMIS) is a secure, HUD-approved database used to collect and store information of individuals and families seeking assistance from homelessness service providers.

HMIS is used by AWH4T providers to collaboratively administer services, avoiding duplicative interviews and ensuring that individuals are connected to housing opportunities that best suit their individual needs. De-identified information from HMIS is used by AWH4T and HUD to track data quality, project outcomes, and trends in service delivery.

Point in Time Count

The Point in Time (PIT) Count is an annual survey of people experiencing homelessness on a single night in January, conducted by Continuums of Care across the country at the behest of HUD. The key data collected includes demographic information and information regarding individuals' experiences of homelessness. This is then compiled into HUD's Annual Homelessness Assessment Report (AHAR) and distributed nationally to guide programming and policy-making which addresses homelessness and housing insecurity. Local communities often customize the survey to include locally-relevant fields and use the results to better understand the need for housing supports and services.

ACKNOWLEDGMENTS

Thank You

We would like to thank everyone who worked to implement the 2020-2024 AWH4T Strategic Plan and all those who participated in this strategic planning process. To develop this 2025-2029 AWH4T Strategic Plan, the A Way Home for Tulsa Leadership Council convened a work group that provided invaluable guidance. Additionally, many partner organizations, lived experience advocates, and other community partners came together to provide important insight and expertise which helped shape and finalize the plan.

AWH4T Leadership Council 2024

Ginny Hensley, *Chair*

Beth Edwards-Svetlic, *Vice Chair*

Maj. Richard Alexander

Claudia Brierre

Mayor GT Bynum

Rhonda Clemons

Sarah Grounds

Jesse Guardiola

Elizabeth Hall

Stephanie Horten

Travis Hulse

Cari Monday

Tim Newton

Thomasene Osborn

James Rea

Noe Rodriguez

Lacreshia Jackson

Lauren Sherry



A WAY HOME FOR TULSA

Partner Organizations

A New Leaf
Action Steps Counseling
Aetna Better Health of Oklahoma
The Anne & Henry Zarrow Foundation
The Ark of Dreams
The Bail Project
BeHeard Movement
Black Queer Tulsa
Block Builderz / Return to Hope
Catholic Charities of Eastern Oklahoma
City Lights Foundation of Oklahoma
City of Tulsa
Counseling & Recovery Services of Oklahoma
CREOKS Mental Health Services
Downtown Tulsa Partnership
Domestic Violence Intervention Services
Eden Village
Family & Children's Services
Family Promise of Tulsa County
Gatesway Foundation
GRAND Mental Health
Healing Houses of Recovery
Housing Solutions
Hunger Free Oklahoma
INCOG
Iron Gate
Isaiah 58, In His Service, Inc.
Just the Beginning, Inc.
JusticeLink
Legal Aid Services of Oklahoma
Lindsey House
Madison Strategies Group
Mental Health Association Oklahoma
The Merchant Tulsa
Morton Comprehensive Health Services
National Resource Center for Youth Services (NRCYS)
Oklahoma Dept. of Human Services
Oklahoma Dept. of Mental Health & Substance Abuse Services
Oklahoma Veterans United
One Hope Tulsa
Palmer Continuum of Care
Pause4Paws
Resonance Center for Women
Restore Hope Ministries
Salvation Army Tulsa
Soberlife Recovery, Inc.
The Spring
Surayya Anne Foundation
Terence Crutcher Foundation
Tulsa Area United Way
Tulsa CARES
Tulsa County Public Defenders
Tulsa County Social Services
Tulsa Day Center
Tulsa Dream Center
Tulsa Fire Department
Tulsa Health Department
Tulsa Higher Education Consortium
Tulsa Housing Authority
Tulsa Police Department
U.S. Dept. of Veteran Affairs
Volunteers of America
Washington Brown Foundation
Youth Services of Tulsa
YWCA



RESOLUTION NO. T-2026-01-002R:

Resolution Authorizing the Supervisor to sign an MOU with Community Health Partnership of Illinois

WHEREAS, Cunningham Township Supervisor's Office (CTSO) works with low income residents who are both insured and uninsured; and

WHEREAS, CTSO seeks to develop partnerships with health care and mental health providers to provide services to support its participants; and

WHEREAS, Community Health Partnership of Illinois has offered to partner to provide a range of services from health care navigation, primary care, psychiatric, addiction treatment, dental, and other health services at its office in Champaign and through its mobile clinic;

NOW THEREFORE BE IT RESOLVED by the Township Board of the Town of Cunningham authorizes the Township Supervisor to sign the attached MOU with Community Health Partnership of Illinois to provide health care services.

Approved this January 12, 2026, by the Township Board of the Town of Cunningham, Champaign County, State of Illinois.

Darcy E. Sandefur, Town Clerk

Deshawn B. Williams, Chair

**AGREEMENT BETWEEN
COMMUNITY HEALTH PARTNERSHIP OF ILLINOIS
AND
CUNNINGHAM TOWNSHIP SUPERVISOR'S OFFICE**

This Memorandum of Understanding (Agreement) outlines the partnership between Community Health Partnership of Illinois (CHP) and Cunningham Township Supervisor's Office (CTSO) to collaborate on the provision of primary preventative medical care and to establish a medical home for CTSO clients experiencing homelessness and others referred to CHP. CHP and CTSO may be referred to individually as Party and collectively as Parties.

RECITALS

WHEREAS Community Health Partnership of Illinois (CHP) is a private 501 c 3 Federally Qualified Community Health Center (FQHC) that provides high-quality, patient-centered, comprehensive primary preventative medical, dental and behavioral services in a setting that is welcoming and responsive to the cultural, language and health needs of the communities we serve. CHP provides services on a sliding fee scale for eligible patients and is authorized to bill any and all insurance companies and collect all appropriate third-party related fees for primary care services provided for those patients that are insured.

WHEREAS Cunningham Township Supervisor's Office (CTSO) provides a safety net for low-income households in Champaign and Urbana, Illinois with the mission of ending local homelessness and hunger.

WHEREAS **CHP** and CTSO desire to work collaboratively to provide primary preventative medical services for Champaign Urbana local residents experiencing homelessness in Champaign Urbana County and particularly to create a primary care medical home for those experiencing homelessness in the CTSO program, and CTSO will refer other residents and families to CHP for primary preventative medical services.

WHEREAS **CHP** has multiple locations from which CTSO clients can access services inclusive of (medical, dental, behavioral health, annual back to school vaccines and sports physicals) and more. The list of CHP's brick and mortar sites are listed below and is available to serve CTSO clients and their families. CHP also has in place two mobile medical units equipped to provide medical, dental and behavioral health services in surrounding communities. See Exhibit I.

CHP Aurora Health Center
157 South Lincoln Avenue
Aurora, Illinois 60505
PH:630-859-0015

and

CHP Champaign Health Center
4 Hensen Place
Champaign Illinois 61820
PH:217-893-3052

CHP Susana P. Castro Health Center

and

CHP Kankakee Health Center

62 North. Ayer Street
Harvard, Illinois 60033
PH:815-943-4339

202 North Schuyler Avenue, Ste 206
Kankakee, Illinois 60901
PH:815-932-6045

CHP Mendota Health Center
1009 Main Street
Mendota, Illinois 61342
PH: 815-539-6124

and

CHP Princeville Health Center
112 East Main Street
Princeville, Illinois 61559
PH:815-943-4339

CHP Rantoul Satellite Site
520 E Wabash, Rantoul Illinois
Rantoul, Illinois 61866
PH:217-893-3052

This Agreement describes the roles and responsibilities of CHP and CTSO for the referral of eligible clients referred to CHP for primary care services.

All clients referred by CTSO to CHP for primary care services will be arranged through a collaboration with CHP and CTSO coordinators. CHP will assign its Operations Managers as CHP's coordinator for CTSO clients relations, for primary care services in collaboration with CTSO assigned referral representative(s)/coordinator to ensure smooth care delivery inclusive of registration and the compilation of the required consent for treatment and other registration documentation, prior to service provision.

CHP's primary care services will be provided in accordance with CHP's clinical and operational protocols and generally accepted standards of care and will be consistent with the clinical recommendations/guidance and clinical supervision provided by CHP's Dental and Medical Directors.

- A. The following assessment categories have been established to assure priority for dental treatment.
1. Children with painful or Infected teeth or gums or conditions resulting from a trauma to the tooth or gum.
 2. Children in need of major restorations or Extractions that if untreated would result in a painful or Infectious condition.
 3. Routine restorations and non-urgent Extractions.
 4. Preventive care only (e.g., prophylaxes and topical fluoride treatment).

The following dental services are required for Early Head Start children where applicable:

- 1) services required for the relief of pain or Infection,
- 2) restoration of decayed primary and permanent teeth,
- 3) pulp therapy for primary and permanent teeth as necessary,
- 4) Extraction of non-restorable teeth,
- 5) dental prophylaxes,
- 6) application of topical fluoride in communities that lack adequate fluoride levels in public water supply.

B. Informed Consent and Supervision

CHP is responsible for providing CTSO program coordinators and program participants with all the paperwork needed for parents to sign 30 days prior to each scheduled service to facilitate proper planning. CTSO designated representative(s) will be responsible for securing informed parental consent, signed parental release of information form, as well as other documentation required to support registration and Collection of fees for services. CHP's student/patient provider Conducting medical exams will indicate the type and number of procedures needed according to the treatment plan for each child examined/treated. CHP provider or designee will explain the treatment plans to the parents/guardian on record.

C. **Responsibilities of CTSO:**

1. Appoint a CTSO Coordinator to work with CHP representatives for the smooth delivery of care and to ensure premier customer service for its clients and its staff as a whole.
2. Refer eligible clients to CHP Champaign Health Center Site or CHP's Mobile Medical Unit for primary health care visits as agreed upon.
3. Collaborate on the coordination of outreach and educational events for CTSO clients.
4. CTSO will provide CHP with a list of program clients, clients demographic information requesting primary medical services at CHP specific clinics in collaboration with the CTSO Coordinator(s), as long as patient has signed appropriate Release of Information.
5. CTSO Coordinator(s) an assist CHP in securing a list of CTSO clients needed to be registered for clinic days; clients needing vaccines in ICARE, dental, medical or behavioral services and secure completed CHP registration packets/Consent forms prior to medical clinic days.
6. CTSO Coordinator(s) will coordinate with CHP to secure needed appointments at CHP's brick and mortar site in Champaign Illinois.
7. Will ensure CHP have a minimum of 20 clients for any scheduled outreach primary care clinic day on the mobile units when assigned.
8. Will make every effort to give CHP at least 24 hours' prior notice if there is a need to cancel a medical appointment or a medical outreach clinic for a client(s) by calling the sites telephone number provided in Exhibit I and above.
9. Work with CHP coordinator to coordinate and schedule other clinical and educational programs.
10. Remind program participants of the clinic days and compliance.
11. Will assist CHP with advertising and promotion of the health center clinic services and service hours inclusive of the mobile medical clinic days for CTSO clinical access.
12. CTSO will collaborate with CHP to organize, when possible, healthcare education for participants as agreed upon, and in collaboration with CHP.
13. Collaborate with CHP in promoting CHP Champaign Health Center as a primary care medical home site for its eligible clients and families.

14. Coordinate with CHP representatives, the planning and scheduling for clients' medical appointments; or providing clients families with CHP marketing packets with efforts to secure and maintain medical appointments.
15. Organize, when possible, healthcare training for CTSO stakeholders inclusive of clients, guardians, and other key staff and clients at CTSO, on premises and as agreed upon, and in collaboration with CHP.
16. Coordinate with CHP's representative a model that will create seamless registration and access for all eligible clients' primary care access.
17. Documentation:
 - CTSO representative(s) will assure that a signed consent form authorizing medical services, and the release of information forms are signed by the parent/guardian prior to the exam/medical visit, where applicable and for applicable client.
 - CTSO representative, or designee, will also present to the dentist or CHP designee all necessary dental or behavioral health treatment forms with the identifying information and numbers completed. See Sample registration forms attached.
18. Present CTSO client insurance cards, or instruct clients that the necessary demographic information to ensure CHP can properly process insurance and other payment reimbursement as per schedule Exhibit II and as agreed to for eligible clients, on a per visit basis, for all eligible clients served are educated on. Any reimbursement check, where applicable for those clients CTSO may be responsible for should be mailed to.
19. For each initial CTSO authorized client referred for primary medical services who does not have insurance or any other means to pay for services, CTSO will reimburse CHP according to CHP's sliding fee scale (attached).

**Mail all service provided payment to:
Community Health Partnership of Illinois
Attn: Finance Department- CTSO Program
205 W Randolph Street, Suite 1340
Chicago, IL 60606**

20. Will pay any outstanding payments as invoiced within 30 days of receipt of an invoice from CHP.

D. Responsibilities of CHP:

1. CHP will provide primary care access/visit for CTSO eligible clients formally referred to CHP by CTSO.
2. CHP will secure client demographic information to include, reviewing family medical history, inquiring about personal health choices, ordering laboratory or other tests, recommending lifestyle changes to help prevent disease or illnesses, gathering current medication list, ensuring clients are up to date with immunizations, obtain vital signs and assessing different body systems such as lung, heart, eye, nose, throat, and ears and other applicable services.

3. CHP will invoice CTSO monthly for any eligible client services as agreed upon for CTSO authorized clients seen at CHP for primary medical services or other services as agreed to in section “C” (19) above.
4. CHP will bill all applicable CTSO client insurance plans for eligible services provided.
5. CHP will refer uninsured CTSO clients to its internal Patient Health Navigator for the purpose of applying for the Illinois insurance program.
6. CHP providers will ensure that CTSO eligible clients receive routine health screening based on age, gender, and current health conditions.
7. CHP has the right to refuse/dismiss any CTSO clients who are disruptive and present a threat to CHP clients.
8. Appoint a CHP Coordinator to work with CTSO representative for the smooth delivery of care and to ensure premier customer service for its clients and its staff as a whole.
9. Collaborate with CTSO on any needed medical outreach event(s) that will support appropriate health education as needed for CTSO’s clients and staff on premises and at other locations as agreed upon.

E. Administration

To the extent possible, the dental services will be provided at CHP’s dental clinics in **Champaign**, Aurora, Harvard, Mendota and/ or on **CHP’s Mobile Dental Clinic** and any CHP Health Center site(s) that are reasonably accessible by CTSO clients.

In some instances accommodations will be made to have Student K-6, especially in head Start programs, CHP’s dental team will make available the dental form and signed parental/guardian Consent Form accompany the child to every dental appointment.

Community Health Partnership will bill the clients insurance where applicable. CHP has Patient Health Navigators in place to assist families to complete medical insurance applications. If the CTSO client is uninsured, efforts to support the family to enroll in applicable insurance will be made unless otherwise agreed to. Should the client experience success with Illinois insurance application, CHP will exercise all efforts to bill the clients insurance plan and coordination and communications will take place between CHP and CTSO to prevent any duplicate payments.

- F. The following CHP representatives are leads for this program and can be reached as follows: Mrs. Davetta Watson will be your assigned program coordinator.

Operations Managers

Mrs. Davetta Watson
Operations Manager
205 W Randolph Street
Suite 1340
Chicago Illinois 60606
Cell:217-377-9455

Ms. Melissa Galvez
 Operations Manager
 205 W Randolph Street
 Suite 1340
 Chicago, Illinois 60606
 Cell:815-900-1305

Email dwatson@chpofil.org

Email: mgalvez@chpofil.org

Medical/Behavioral Health Services:

Dr. Thomas Gavagan, MD,
Medical Director
205 W Randolph Street
Suite 1340
Chicago Illinois 60606
Cell:773-415-3093
Email tgavagan@chpofil.org

and Joy Preciado, NP
Assistant Medical Director
205 W Randolph Street
Suite 1340
Chicago, Illinois 60606
Cell:815-579-1283
Email: jPreciado@chpofil.org

Dental:

Dr. Ashu Bansal, DDS,
Dental Director
205 W Randolph Street
Suite 1340
Chicago Illinois 60606
Ph: 312-795-0000 Ext:230
Cell:414-737-1037
Email abansal@chpofil.org

and Mr. Ricardo Garcia
Dental Manager
205 W Randolph Street
Suite 1340
Chicago, Illinois 60606
Ph:630-859-0015
Cell:630-859-0015
Email: rgarcia@chpofil.org

G. The following CTSO provider representative will provide program collaborative coordination's with CHP's designee:

Danielle Chynoweth
Supervisor
203 West Green Street
Urbana, Illinois 61801
PH:217-384-4144
Email: Danielle@ctso.org

Name: _____
Title: _____
Address: _____
Phone: _____

H. Renewal, Termination and Amendment:

1. Term.

1. Initial Term/Renewal Terms. This Agreement and the terms contained herein shall commence on, January 01, 2026 ("Commencement Date") and shall continue until February 28, 2027, Subjects to earlier termination as provided herein (the "Initial Term"). This Agreement shall renew automatically for additional one-year terms ("Renewal Term") unless either party provides written notice to the other party at least thirty (30) days prior to the conclusion of the then current term of its intention not to renew. For purposes of this Agreement, the use of "Term" shall be deemed to include the Initial

Term and any Renewal Term pursuant to the terms. This agreement may be amended at any time by a mutual written agreement by both parties.

I. General Matters:

1. Neither Party will use the name of the other in any form of advertising or publicity without the prior express written permission of the other Party.
2. Any notice given under this Agreement must be in writing and will be effective upon receipt evidenced by: (a) personal delivery; (b) return receipt of postage prepaid registered or certified mail; (c) delivery confirmation by commercial overnight carrier; or (d) confirmed e-mail transmission. All communications will be sent to the addresses set forth below or to such other address designated by the Parties by written notice to the other:

CTSO

Danielle Chynoweth
Supervisor
203 West Green Street
Urbana, Illinois 61801
PH:217-384-4144
Email:Danielle@ctso.org
Website: www.ctso.org

Name: _____
Title: _____
Address: _____
Phone: _____

CHP:

Dr. Eleace Sawyers, President & CEO
Community Health Partnership of Illinois
205 W Randolph Street
Suite 1340
Chicago, Illinois 60606
Cell 773-502-2943
Office:312-795-0000
Email: esawyers@chpofil.org
Website:www.chpofil.org

K. Miscellaneous:

Status of Parties. CHP and CTSO are each independent entities and neither is, for any purpose, an agent, partner or employee of the other. This Agreement does not constitute a joint venture between the parties.

Each party represents that the individuals signing this Agreement have the authority to sign in the capacity indicated.

L. Post Services Protocol

1. Copies of medical forms, *treatment* consent forms (not permission for screening) and signed HIPPA form after all treatment and follow-up is completed for all children can be provided as needed consistent with HIPAA and other state and federal compliance requirements.

Each party represents that the individuals signing this Agreement have the authority to sign in the capacity indicated

Dr. Eleace Sawyers
President & CEO
205 W Randolph Street, Suite 1340
Randolph Illinois
Email: esawyers@chpofil.org
PH:312-795-0000
Community Health Partnership
Of Illinois

Danielle Chynoweth
Supervisor
205 West Green Street
Urbana, Illinois 61801
Email: Danielle@ctso.org
PH:815-937-2950

Date

Date

EXHIBIT I

**LIST of CHP'S HEALTH CENTER SITES
AND PHONE NUMBERS**

CHP Aurora Health Center

157 South Lincoln Avenue
Aurora, Illinois 60505
PH:630-859-0015

CHP Champaign Health Center

4 Henson Place
Champaign Illinois 61820
PH:217-893-3052

CHP Susana P. Castro Health Center

62 North. Ayer Street
Harvard, Illinois 60033
PH:815-943-4339

CHP Kankakee Health Center

202 North Schuyler Avenue, Suite 206
Kankakee, Illinois 60901
PH:815-932-6045

CHP Mendota Health Center

1009 Main Street
Mendota, Illinois 61342
PH: 815-539-6124

CHP Princeville Health Center

112 East Main Street
Princeville, Illinois 61559
PH:815-943-4339

CHP Rantoul Satellite Site
520 E Wabash, Rantoul Illinois
Rantoul, Illinois 61866
PH:217-893-3052

EXHIBIT II

Insured Clients: CTSO agree that all CTSO clients Medicaid and other third party insurance plans will be billed by CHP for applicable CHP services provided

Uninsured Clients: For those clients that are uninsured, CHP sliding fee scale will be enforced see attached. And the client will be responsible for payment unless other agreed to be reimbursed by CTSO

CTSO agrees to pay the assigned sliding fee scale for the first 100 clients officially referred to CHP for primary medical services at \$25.00 per visit, as budget allows, when the client referred is unable to cover the sliding fee cost assigned.

EXHIBIT III

Patient Registration Packets

EXHIBIT IV

Business Associate Agreement

RESOLUTION NO. T-2026-01-003R:

Resolution Authorizing the Supervisor to sign an MOU with Worksite Sponsors for Careers in Motion

WHEREAS, Cunningham Township Supervisor's Office (CTSO) operates Careers in Motion is a workforce development program for Urbana residents who are out of work or underemployed, providing supportive services to seek and train for work; and

WHEREAS, Careers in Motion Worksite Sponsors will provide real work experience and resume building in a supportive environment; and

WHEREAS, CTSO will provide stipends, case management, and support for Careers in Motion to be successful in the program;

NOW THEREFORE BE IT RESOLVED by the Township Board of the Town of Cunningham authorizes the Township Supervisor to sign the attached MOU with Worksite Sponsors for Careers in Motion.

Approved this January 12, 2026, by the Township Board of the Town of Cunningham, Champaign County, State of Illinois.

Darcy E. Sandefur, Town Clerk

Deshawn B. Williams, Chair



Cunningham Township

Danielle Chynoweth, Supervisor

205 WEST GREEN ST • URBANA, IL 61801

(217) 384-4144 • FAX: (217) 367-7603

WWW.CTSO.ORG

MEMORANDUM OF UNDERSTANDING BETWEEN CUNNINGHAM TOWNSHIP SUPERVISOR'S OFFICE AND [ORGANIZATION]

DRAFT UNDER LEGAL REVIEW

This Memorandum of Understanding (the "MOU") is entered as of ____ day of _____, 2025 by and between **Cunningham Township Supervisor's Office**, Champaign County, Illinois, hereinafter called "CTSO" and, [Organization] hereinafter called the "Worksite Sponsor", collectively "the Parties."

WHEREAS, the Worksite Sponsor agrees to participate as a Worksite in the Careers in Motion (CIM) Program, with the Cunningham Township Supervisors Office.;

WHEREAS, the Parties desire to enter into an agreement to advance workforce development and opportunities for CIM participants, also called "CIM interns";

WHEREAS, the Parties desire to memorialize certain terms and conditions of their anticipated endeavor;

NOW THEREFORE, the Parties agree as follows:

WORKSITE SPONSOR RESPONSIBILITIES

1. Worksite will provide the number of desired interns and written job description/s, with skill requirements – required or recommended – for the CIM internship, prior to interviewing candidates. The requested number of interns is not guaranteed.
2. Worksite will review resumes, select CIM participants to interview, and communicate choices for the worksite internship to CTSO.
3. Worksite will schedule intern/s for 20 hours a week (averaging 80 hours over 4 weeks), for full and partial 8-hour days, not to exceed eight hours a day and 40 hours a week.
4. Worksite will provide all onboarding, training and support for the duties of the position.
5. Worksite will provide consistent onsite oversight and supervision meetings for the CIM intern no less than monthly.

6. Worksite will track actual CIM intern hours and report to CTSO on a twice monthly basis.
7. Worksite will comply with PLAWA providing 1 hour of paid time off for every 40 hours. Provide reasonable flexibility in scheduling for CIM interns. For example:
 - a. Interns who obtain a part time job outside of the worksite would have their schedule accommodated within reason.
 - b. Intern who is ill (doctors note may be required) shall be allowed to make up those hours they were unable to work.
8. Worksite will report to CTSO within 5 business days if the individual is regularly tardy or absent without notification, did not cooperate with supervisors and/or coworkers, is not following site rules, or performance is unsatisfactory.
9. Worksite will provide CIM interns with a brief, monthly written evaluation as part of Supervision. In addition, the worksite sponsor shall actively participate in interim and final evaluations, coordinated by CTSO.
10. In the case that a CIM intern does work more than the assigned hours within a given month, the worksite sponsor agrees to assume payment of at least minimum wage and worker's compensation insurance responsibility for those hours.
11. Worksite will permit CIM interns to have a paid break for 15 minutes for every shift longer than 3 hours in length and be permitted at least a 30 minute unpaid lunch break for full day shifts.
12. Worksite will comply with all health and safety laws.
13. Worksite Sponsor must not to discriminate against an assigned worker as per the City of Urbana Human Rights ordinance which prohibits discrimination based on race, color, creed, class, national origin, religion, sex, age, marital status, physical or mental disability, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, prior arrest or conviction record, source of income, or any other discrimination based upon categorizing or classifying a person rather than evaluating a person's unique qualifications.
14. Worksite Sponsor must not replace or displace a regular employee with assigned participants from Township.
15. Within one month of the completion of the internship, Worksite will determine whether they will be extending employment to the CIM intern at the end of the internship
16. Worksite Sponsor is encouraged to consider employing the participant directly during or at the conclusion of the internship. They may do so at their sole discretion. They must

report this intention and start date to CTSO prior to their employment.

17. Worksite sponsor will provide a reference for those successfully completing the internship

TOWNSHIP RESPONSIBILITIES TO WORKSITE SPONSOR

1. CTSO will help the sponsor in fulfilling the sponsor's need for additional staffing by screening and recommending appropriate CIM participants. The screening process will be according to the CIM participant's skills and interests and the sponsor's type of function and availability of supervision. Township can not guarantee any number of CIM participants.
 2. CTSO will provide a workforce preparation curriculum to the worksite sponsor.
 3. CTSO will provide payment to CIM participants for hours worked at the host site up to the maximum amount allowed under the CIM Program. CTSO will not make payment to hostsites.
 4. CTSO assumes Worker's Compensation insurance for participants. Workers' compensation liability ceases when hours agreed upon are completed.
 5. CTSO will also provide transportation, via a bus pass, to and from the worksite, providing that the location of the worksite is accessible from the bus route of the local mass transit system.
 6. CTSO will provide a point of contact for the worksite sponsor, case management to participants, and will seek to resolve issues between sponsor and participant.
 7. CTSO will notify the host site when a CIM participant has had their Careers in Motion case closed at CTSO and no longer is required to serve at the host site. The host site may, at their sole discretion, choose to employ the CIM participant as a direct employee.
 8. CTSO will coordinate CIM participant evaluations.
 9. CTSO may, at its sole discretion, reassign a CIM participant to a new worksite, in which case CTSO will notify the Worksite Sponsor.
-
1. **Term.** This Agreement shall commence February 1, 2026 and continue until terminated.
 2. **Supersession.** This MOU supersedes any prior agreements.

3. **Termination.** The MOU may be terminated by Cunningham Township or Worksite Sponsor, upon a 30 day notice in writing to the other party. The notice shall include the reason for termination.
4. **Amendments.** This Agreement may be amended by written agreement of the parties.
5. **Representations and Warranties.** Both Parties represent that they are fully authorized to enter into this Agreement. The performance and obligations of either Party will not violate or infringe upon the rights of any third-party or violate any other agreement between the Parties, individually, and any other person, organization, or business or any law or governmental regulation.
6. **Indemnity.** The Parties each agree to indemnify and hold harmless the other Party, its respective affiliates, officers, agents, employees, and permitted successors and assigns against any and all claims, losses, damages, liabilities, penalties, punitive damages, expenses, reasonable legal fees and costs of any kind or amount whatsoever, which result from the negligence of or breach of this Agreement by the indemnifying party, its respective successors and assigns that occurs in connection with this Agreement. This section remains in full force and effect even after termination of the Agreement by its natural termination or the early termination by either party.
7. **Limitation of Liability.** UNDER NO CIRCUMSTANCES SHALL EITHER PARTY BE LIABLE TO THE OTHER PARTY OR ANY THIRD PARTY FOR ANY DAMAGES RESULTING FROM ANY PART OF THIS AGREEMENT SUCH AS, BUT NOT LIMITED TO, LOSS OF REVENUE OR ANTICIPATED PROFIT OR LOSS OF BUSINESS, COSTS OF DELAY OR FAILURE OF DELIVERY, WHICH ARE NOT RELATED TO OR THE DIRECT RESULT OF A PARTY'S NEGLIGENCE OR BREACH.
8. **Severability.** In the event any provision of this Agreement is deemed invalid or unenforceable, in whole or in part, that part shall be severed from the remainder of the Agreement and all other provisions should continue in full force and effect as valid and enforceable.
9. **Waiver.** The failure by either party to exercise any right, power or privilege under the terms of this Agreement will not be construed as a waiver of any subsequent or further exercise of that right, power or privilege or the exercise of any other right, power or privilege.
10. **Conflicts.** In the event of an unresolvable dispute, both parties agree to participate in a mediation process and to split any costs associated with such. Any outcomes of meditation shall be in writing and binding on the parties.
11. **Legal and Binding Agreement.** This Agreement is legal and binding between the Parties as stated above. The Parties each represent that they have the authority to enter into this Agreement.

12. **Entire Agreement.** The Parties acknowledge and agree that this Agreement represents the entire agreement between the Parties. In the event that the Parties desire to change, add, or otherwise modify any terms, they shall do so in writing to be signed by both parties.

The Parties agree to the terms and conditions set forth above as demonstrated by their signatures as follows:

Township Supervisor Date

Authorized Agent of Worksite Sponsor Date