

Village of Oak Park

ARPA Community Request Application

West Cook YMCA

1. **Project name (if you have more than one project, use a separate impact sheet for each):**
Community Integrated Health Program

2. **Contact Person:** Phillip Jimenez, President and CEO **Email:** phillip@westcookymca.org

Agency Overview:

3. **Please describe your agency and your organization's mission and/or operations**

The West Cook YMCA is uniquely prepared to provide this program in Oak Park. The West Cook YMCA is dedicated to developing the spirit, mind, and body of all persons through quality leadership, programs, and services, in cooperation with community groups for the common good. Since our YMCA began taking shape in 1902, our dedication to spirit, mind and body has never wavered. In 2018, the West Cook YMCA celebrated 115 years of service to youth and families in Oak Park, River Forest, Forest Park, and several other surrounding areas. Our YMCA continues to enhance the quality of life in our communities with mission-based programs that meet the needs of today's youth, families, adults, and seniors. We encourage, teach, and demonstrate the YMCA character values of caring, honest, respect and responsibility in all programs.

Over the course of the past six years, the WCY has intentionally transformed its programming aimed at disrupting health inequity and to address the social determinants of health within our communities. The WCY has taken a very intentional, multi-phased approach in developing our capacity to address the health needs of the communities that we serve by conducting critical research on the health needs of our community, selecting evidenced-based health interventions, recruiting, and training qualified staff and developing critical health infrastructure including certifications.

The West Cook YMCA is guided by our strategic plan which was informed by community stakeholder sessions, member surveys, research and evaluation using local and national data reports including community needs assessments and child opportunity index. Our Y is represented at local organizations' strategic planning so that the Y can be a part of the systemic solution in addressing critical social issues that our communities face. Through our strategic plan and conversations with community leadership, we can develop programs that best support the communities we serve. We always start by asking, "how can the Y best serve your community?"

It is through the research and reviewing of community needs assessments by local community leaders and state health data, we can identify risk factors in each of the ten communities we serve. It is through this due diligence, the Y, along with our partners, has identified the need for programs that support people who struggle with weight loss, hypertension, and diabetes.

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The West Cook YMCA is uniquely positioned to offer programs to support these needs such as the Weight Loss Program, Diabetes Prevention Program, and Blood Pressure Self-Monitoring. Our programs go through a rigorous evidence-based process through Y-USA, which includes research, pilots, and scaling to local Ys. Over the past several years, we have become certified in these evidenced-based health intervention programs with the support of Y-USA. In addition, we have been diligently developing clinical linkages, recruitment strategies for community health programs, strategies to reach priority populations, and building infrastructure for bi-directional communications allowing healthcare providers to prescribe the Y's evidenced-based programs through electronic health care records. In addition, we have just established our role as a Medicare fully licensed and working on Medicaid certification.

As part of our strategic plan, we have highlighted the importance of expanding our reach to address health disparities. In partnership with local health providers, such as the West Suburban Medical Center, Rush Hospital, and Loyola Medicine we have instituted several evidence-based programs which are targeted at addressing chronic disease. Examples of these programs include the Diabetes Prevention Program (DPP); the Weight Loss Program and the Blood Pressure Self-Monitoring program. We have also reoriented our recruiting and training processes to ensure that our staff is well equipped to provide this programming.

From a community-integrated health perspective, we have developed critical infrastructure to support these initiatives including the development of a Management Services Organization (MSO) at Y-USA, and critical certifications from the Centers for Disease Control and Prevention (CDC) and the Centers for Medicare & Medicaid Services (CMS).

As an organization, we are also undergoing two processes developed by Y-USA: the "Equitable Community Agenda" to become a more multi-cultural, anti-racist organization and a "Creating for Tomorrow: Program, Service, and Business Model Innovation Road Map." The Equitable Community Agenda shares how Ys can become a more multi-cultural, anti-racist organizations in understanding community led solutions and partnerships, breaking the cycles of poverty of young people, increase access to healthy food, increase access to whole person health and mental health care, developing equity centers, and volunteer and staff leadership representative of community. Through this process we address stronger equitable policies, practices, and procedures in our operations, program innovation, collaborations, resource mobilization, and brand and visibility towards the advancement in organizational anti-racism and multiculturalism through transparent data and benchmarking and being accountable to the communities we serve.

The road map is based on 4 design principles: Equity: practicing self-awareness through the examination of our own identity, values, emotions, bias, and assumptions to develop an understanding of how those influence our contribution to the design process. We also intentionally explore existing systems, shaped by established policies, practices, and procedures which perpetuate inequities; Empathy: empathizing and learning directly from the people we are designing for to gain deep understanding of their experiences, emotions, and motivations to ensure proposed solutions meet their needs; Learn: we accept that failure is inevitable and that with failure comes wisdom and success because when we fail, we intentionally take the valuable opportunity to learn from it and apply new insights; Share: we share what we learn as the best solutions are developed when we collaborate with others.

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Through these approaches, the Y seeks to develop a Community Integrated Health program that is reflective of the communities and individuals we serve through community-led partnerships that address the systemic change needed to address health equity.

4. For your most recently ended fiscal year, provide the following:
 - a. Total revenues- \$3,648,469
 - b. Total expenses- \$3,110,788
 - c. Included in total expenses, how much was for salaries/benefits? \$1,568,323
 - d. Total ending cash and liquid investments \$681,031
5. **Are there similar non-profit or private organizations that perform essentially the same services as your agency? If so, please list them.**

No, there are not similar non-profit or private organizations. The proposal proposes a customized solution explicitly for Village of Oak Park residents and partners, focused on integrated interventions and infrastructure which doesn't currently exist in the Village of Oak Park. The interventions that exist in the area are currently disjointed and not integrated.

Collaboration & Community Partnerships

6. **Do you have partners that you are collaborating with to support this program financially or in other ways? Name them and the support you will receive from them.**
 - Loyola Medicine President & CEO Mr. Shawn Vincent - Will provide referrals for the program.
 - Glenna Temple – Dominican University - Will provide support in terms of educators for the program.
 - Dino Rumoro – Rush OP Hospital- Will provide referrals for the program.
 - Sites/Locations (To be determined)
 - Health navigation/other referrals (Community based organizations to be determined)

Project Narrative:

7. **Please describe or attach to this form a description of your proposed program.**

Through this initiative, the West Cook YMCA will improve health and well-being by:

- **Establishing a Community Health Portal integrated with a Universal App:** This portal and app will be accessible to all Village of Oak Park residents to increase access to critical chronic disease programming. Community Health Portal will be integrated with Universal App. The proposed platform would provide a secure and scalable way to execute various community health programs. We expect approximately 3,000 individuals annually to access the portal.

The core platform features will include:

- Highly secure and scalable platform.
- Seamless integration with Universal App
- Manage locations
- Manage Programs
- Manage classes class schedule & rosters

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- Manage and track the progress of programs per village.
- Track village level programs and analytics
- Seamless Integration with external system for data exchange
- **Providing Evidence-Based Chronic Disease Programs.** As a pilot, this will be executed across 3 zip codes with a maximum of 3 to 4 locations and we are expecting to conduct over 3 – 4 cohorts per quarter. The programs will include:
 - **Diabetes Prevention Program.** The Diabetes Prevention program is a one- year program with 26 sessions. The program includes participants that are at risk for diabetes. Participants participate in a small group environment in community settings. Participants learn about healthier eating and increasing physical activity to reduce their risk for diabetes. The goal is to reduce body weight by 5-7%, increase physical activity by 150 minutes a week.
 - **Blood Pressure Self-Monitoring Program:** The Blood Pressure Self-Monitoring Program, which Ys across the country offer, helps Americans living with hypertension prevent heart disease and strokes. The four-month program focuses on regulated home self-monitoring of one's blood pressure using proper measuring techniques, individualized support and nutrition education for better blood pressure management. With the support from a trained Healthy Heart Ambassador, participants:
 - Measure and record their blood pressure at least two times per month
 - Attend two personalized consultations per month
 - Attend monthly nutrition education seminars
 - **Weight loss:**
 - Participants will meet 1 hour per week for 12 consecutive weeks
 - Participants will weigh-in, track their food and physical activity, and create SMART goals each week.
 - Participants will participate in weekly discussion topics including creating a supportive environment, goal setting, balanced eating, physical activity, positive psychology and sustainability.
 - Participants will be invited to be engaged in activities offered at the Y that support their weight loss goals every week.

Approach/Impact/Goals

8. How does the proposed initiative address immediate or delayed public health, economic or other community harms resulting from or exacerbated by the Covid-19 public health emergency?

Chronic disease continues to be a significant issue in our community. According to the most recent IPlan¹, diabetes was one of the top health concerns. Thirty-one percent of adults in the Loyola-Gottlieb service area report having high blood pressure or hypertension. However, the actual rates can be much higher. Self-reported rates of diagnosis with chronic conditions are typically underestimates of the overall disease burden. In fact, we know that approximately one-fourth of diabetes cases are undiagnosed.

¹ <https://www.loyolamedicine.org/assets/documents/2022-lumc-dei-community-health-needs-assessment.pdf>

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During the pandemic, many individuals put off addressing many of these critical chronic health needs. In addition, the Covid-19 pandemic amplified many chronic health conditions due to the lack of physical activity that occurred. As a result, the impact of chronic disease has increased. The proposed initiative responds to many of these increase health risks and public health impacts by strengthening the linkages between traditional healthcare and community-based prevention strategies to help individuals prevent, delay, or live better with chronic conditions.

9. Describe overall program goals

The overall program goals are to:

- Increase life expectancy
- Increase access to care
- Lower health care costs
- Conduct critical health need assessments and referrals
- Prevent and address chronic disease
- Reduce the effects of some social determinants of health
- Close the gap in healthcare through greater health equity

Program Eligibility:

Strategic Goals

10. Can you describe a link with this proposed program and the Village Board's goals?

The proposed initiative aligns with the Access to Care priority area within the Village of Oak Park's Community Health plan. Within this priority area, the initiative will accomplish the following goals:

- Goal #1. The initiative aligns with Goal #1 to ensure access to care at the right time, location and setting for different populations. The proposal will increase access points for health care and information through in person and virtual education opportunities on chronic health conditions. It will also increase the availability of critical chronic disease education and reduce barriers to care by providing more mobile services.
- Goal #2. The initiative also meets the second goal, by connecting community members to comprehensive care to address social determinants of health. It will accomplish this by providing more coordination and integration with health care providers.
- Goal #3. The proposed program also aligns with the third goal of developing a trusted health care workforce that reflects the community. We will partner with Dominican University to establish a pipeline for lifestyle coaches and other critical staff that reflect the community.

Community Benefit

11. Describe the residents impacted (#, age) and over what duration; Is this program for low- moderate income recipients?

Over the course of the four years and once the program is operating at its fullest capacity, the targeted number of total residents served will be 800 residents through chronic disease programming (i.e., diabetes, pre-diabetes, and hypertension) that will participate in the

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programming. In addition, there will be a minimum of 3,000 residents that will gain access to the Community Health Portal integrated with a Universal App which will provide the opportunity for increased community health information and navigational support. The program will specifically target low-moderate income recipients, but accessible to any qualifying Village of Oak Park Resident.

Race Equity Impact

12. What racial/ethnic groups are currently most advantaged and most disadvantaged by the issues this proposal seeks to address?

When we use the term “health equity” in our work, we are referring to efforts to ensure access to quality health care, preventive services, quality food, health-promoting environments and resources, and quality living conditions. Access to these social determinants of health is important to individuals, families, and whole communities. When they are lacking, one’s health and even longevity are often negatively affected. In fact, because of the uneven distribution of these health-promoting assets, someone’s zip code can be a better predictor of life expectancy than their genetic code.

We recognized that there are many health disparities, or differences in the incidence and prevalence of health conditions and health status between groups based on race, ethnicity, socioeconomic status, gender, diverse abilities/disabilities, geographic location, or any combination of these. The term “disparity” implies differences between individuals and population groups. The term “inequity” refers to differences that are unnecessary and avoidable and are also considered unfair and unjust (e.g., individuals in community B suffer higher rates of asthma, obesity and chronic illness than individuals in community A because of a lack of fresh produce, lack of places for physical activity, and higher levels of air pollution).

Without new evidence-based programs to address chronic diseases, health disparities, and the health-related concerns of an aging population, many preventable diseases and conditions could dramatically limit or even stop the life expectancy gains that have been achieved in the U.S. over the past several decades. In fact, some experts believe that if chronic diseases are not reduced, children born today will be the first generation in 200 years to live shorter lives than their parents. That is why we develop and deliver thoroughly tested programs that give people the knowledge and support to make healthier choices and prevent or manage chronic diseases.

13. What positive impacts on equality and inclusion, if any, could result from this proposal? What racial/ethnic groups could benefit? Will it reduce disparities or discrimination?

Advancing health equity means to ensure everyone has opportunities to attain their full health potential and no one is disadvantaged from achieving this potential because of his or her social position or other socially determined circumstances. The Y utilizes a four-pillar approach to health equity work: Principles, Programs, Partnerships and Policy. Ys that works within all four pillars will likely see the greatest levels of success bridging gaps in health equity. As a result of this initiative, we will be serving individuals with the greatest health disparities. We will work closely with the Y-USA and the Village of Oak Park to establish protocols to ensure that our programming is addressing health disparities in our programming. In addition, we will work with the Y-USA to establish training and protocols to ensure that our team is culturally competent and addressing the unique needs of the individuals that we serve in our programs.

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Measures & Reporting

14. Do you have program success indicators and progress benchmarks (list them)

- Once the program is fully operational, we estimate that 3,000 will access the Community integrated Health Portal designed to provide the opportunity for increased community health information and navigational support.
- We anticipate 200 annual participants accessing the evidence- based programs.
- We will target to have 60% of those served coming from racially or economically underserved populations

Blood Pressure Self-Monitoring Program:

- Reduction in blood pressure
- Better blood pressure management
- Increased awareness of triggers that elevate blood pressure
- Enhanced knowledge to develop healthier eating habits

Diabetes and Prediabetes Program:

- Reduce body weight by 5-7%
- Increase physical activity to 150 minutes per week

Weight Loss Program:

- Participants will meet 1 hour per week for 12 consecutive weeks
- Participants will weigh-in, track their food and physical activity, and create SMART goals each week.
- Participants will participate in weekly discussion topics that include creating a supportive environment, goal setting, balanced eating, physical activity, positive psychology, and sustainability.
- Participants will be invited to be engaged in activities offered at the Y that support their weight loss goals every week.

15. How would you describe the impact to the community? How will these impacts be documented and evaluated that you are meeting the intended goals and community benefits? Please provide examples.

The proposed program will provide a critical investment in the reduction of chronic disease in our community. It is estimated that the proposed program will serve 2 to 4% of the Oak Park population that is at risk for hypertension, obesity and/or diabetes. Over time, it will help improve health outcomes and reduce the cost of care in our area. The impact to the community will be improved results in program participants using the metrics above. In addition, the overall results for improved health results in the three targeted zip codes- 60301, 60302 and 60304 will be tracked through the community's needs assessment planning process. The program that we are proposing is the fruition of many years of planning efforts that we have done with our community.

The West Cook YMCA has a long history of engaging the community in our health planning efforts. The West Cook YMCA is guided by our strategic plan which was informed by community stakeholder sessions, member surveys, research and evaluation using local and national data

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reports including community needs assessments and child opportunity index. Our Y is represented at local organizations' strategic planning so that the Y can be a part of the systemic solution in addressing critical social issues that our communities face. Through our strategic plan and conversations with community leadership, we can develop programs that best support the communities we serve. We always start by asking, "how can the Y best serve your community?"

It is through the research and reviewing of community needs assessments by local community leaders and state health data, that we identify risk factors in the communities we serve. And by sitting at tables for collaborations with partners, the Y will continue to garner information and insights on how the Y can best support community leaders as they address reducing inequities and the social determinants of health. It is through this due diligence, the Y, along with our partners, has identified the need for programs that support people who struggle with weight loss, hypertension, and diabetes. The West Cook YMCA is uniquely positioned to offer programs to support these needs such as the Weight Loss Program, Diabetes Prevention Program, and Blood Pressure Self-Monitoring. Our programs go through a rigorous evidence-based process through Y-USA, which includes research, pilots, and scaling to local Ys. We will continue this process, as we move forward, to monitor trends and facilitate programming that meets the greatest needs of our community. We look forward to the opportunity to partner with the Village of Oak Park in taking these programs to the next level to serve the greatest chronic health care needs after the Covid pandemic.

In addition to the health and cost benefits, the program will also address health equity by providing access to care for our most vulnerable residents. The Community Health Portal will increase access within the community. Through critical partnerships with local community organizations and the Village of Oak Park Health Department, the Health Portal and App will effectively expand the reach of their services by providing online access to critical information. After the initial investment of the Community Portal and App, this platform will be a central location for referrals and can be used to connect Oak Park residents with critical services in our area.

From an economic standpoint, the proposed program will provide employment opportunities for residents. In addition, the program will also benefit local organizations that the West Cook YMCA partners with to provide the programming (i.e. local non-profits, healthcare providers, churches, etc.) The proposed program also has the potential to be scalable in other communities that we serve.

Project Cost

16. Total Project cost: \$5,800,00 over 10 years

Original ARPA request amount: \$2,600,000 – to 2026

ARPA Approved amount: \$1,275,147 – through Dec/2026

17. Provide timetable when funds will be spent: Q4/2023 to Q4/2026

18. Do you need all the grant funds in one distribution: It is preferred that it is in one distribution, but we are open to discussions in which the funds could be distributed in four payments upon approval of the project to begin May/June 2023.

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Project Sustainability

19. Do you have a plan to keep this initiative in place once the one-time ARPA funds are used? Please describe.

Yes, the plan is in place to continue the initiative with the existing partners by increasing referrals into the program and through funding through private sources including healthcare insurance providers. The Village of Oak Park's initial investment will focus on developing the infrastructure to support the program, including the new Community Health Portal and associated App, staffing systems for referrals, and the initial programming. Over the first four years of the initiative, we will establish additional partnerships with local healthcare providers and other community partners to establish a strong referral base for the programming. As we build up our infrastructure, we will diversify funding sources to include additional payor sources, including health insurance providers. The West Cook YMCA has already established critical infrastructure with Medicare and Medicaid, which will be expanded to other health insurance providers.

Timetable:

20. Provide a comprehensive timeline to implement your proposed program and what is the duration of the program

Quarter 4, 2022- Proposal to the Village of Oak Park

Quarter 2, 2023-

- Begin building out infrastructure to support the initiative
- Hiring begins
- Begin set up of Community Health Portal and App
- Identification of sites and finalization of agreements for use of space

Quarter 4, 2023-

- Staff training begins
- Health Portal Pilot sites begin

Quarter 1, 2024- Launch of full program

- Testing of Community Health Portal and App

Quarter 1, 2024- Quarter 4, 2026

- Deployment of program broadened
- Continued engagement of additional funding sources outside of the Village of Oak Park for programming

2027-beyond - Continued expansion of programming assuming funding model is secured

Other:

21. If you don't receive the funds, what are the impacts, and will the program not occur in the future? What would be your plan to get this program running without ARPA assistance?

If we don't receive the funds, we will be unable to deploy at the scale that we have proposed. Instead, the initiative will likely be established at another Village or established at a much smaller scale in partnership with our existing partners.

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- 22. Can your program or a portion of your project wait until January 2023 to coincide with the anticipated next phase of community ARPA requests? What would be lost if this program waited until 2023? Do you have a plan to make up this loss?**

The project is anticipated to begin in June of 2023.

- 23. Are you requesting ARPA funding from other agencies for this program?**

No, we are not requesting ARPA funds from other sources.

Community Integrated Health Model - 1.3 million

	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Total</u>
Staffing	\$ 33,518	\$ 67,036	\$ 67,036	\$ 70,388	\$ 237,978
Life coaches					
Training					
Certification					
Retainer					
3rd Party Partners	\$ 176,802	\$ 144,600	\$ 166,757	\$ 152,381	\$ 640,540
Health Platform					
WELLD - 3rd Party Reimbursement					
HIPAA Security					
Rental Space for Classes					
Marketing	\$ 20,000	\$ 25,000	\$ 25,000	\$ 15,000	\$ 85,000
Operational Costs	\$ 94,717	\$ 88,400	\$ 66,243	\$ 62,268	\$ 311,629
G&A					
Total Costs	<u>\$ 325,037</u>	<u>\$ 325,037</u>	<u>\$ 325,037</u>	<u>\$ 300,037</u>	<u>\$ 1,275,147</u>

Notes:

Our plan allows us to be selfsufficient by 1st Qtr. 2027
Any health Platform funding not expended as intended, YMCA will request Amendment
Revenue will be secured to replace ARPA funding through Medicare/Medicaid Reimbursement, private funding, and Health Care Focused Foundations



WEST COOK YMCA

COMMUNITY INTEGRATED HEALTH PROGRAM UPDATE

In line with to the January 17th Village meeting, in which the board, approved the CDCAC recommendation to fund the West Cook YMCA's (WCY) Community Integrated Health Program application in the amount of \$1,300,147.00 and since the funding approved was 50% of the original request amount, the WCY can confirm that it is very unlikely that any of the approved funds will need to be returned.

This brief update outlines the steps/actions we can take prior to being funded to prepare for the final grant agreement approval in February and so the project can proceed quickly, and project timelines can remain on schedule:

1. Position descriptions are being finalized and will be posted by May 1st, 2023, to fill project coordinator and coaches
2. Taking steps to coordinate all training and certification sessions will take place to meeting launch of program.
3. Discussions with referral partner Rush Oak Park Hospital are currently taking place so we can ensure the proper steps are taken to begin referring patients for our first cohort to be launch in the fall 2023
4. Meeting with the Village Public Health department has been scheduled with Dr. Chapple-McGruder to begin exploring ways we can collaborate and benefit from the Health Departments support and advise
5. We are identifying partners in the village of Oak Park who can assist in helping to build the public's awareness and drive referrals to the Community Integrated Health Initiative.
6. We have confirmed YMCA of the USA and other third-party partners role as we activate the Health Platform that designed to assist with program

enrollment, program coordination, tracking of participants progress and data use and reporting to the village on an aggregate level. Launch of the health platform is slated for 8-10 months after initial funding is received

7. We are determining geographically ideal sites for program delivery locations in the three VOOP area codes.
8. We are developing process maps and timelines related to becoming fully certified for both Medicare Advantage and Plan B so we can ensure the Community Integrated Health Initiative sustainability after the grant funding sunsets December 2026
9. Contract with Third party partner needed to enable reimbursement from Medicare and Medicaid

So, in summary, during this pre-funding stage, we are on track and have not concerns with the project being successfully implemented.

Phillip Jimenez
President & CEO
The West Cook YMCA



DOMINICAN UNIVERSITY
Office of the President

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River Forest, Illinois 60305

(708) 524-6819
president@dom.edu

dom.edu

Oct 17, 2022

Mr. Phillip Jimenez
West Cook YMCA
255 S. Marion Street
Oak Park, IL 60302

Dear Phillip:

I am writing to express my strong support of your proposal to Village of Oak Park for American Rescue Plan Act (ARPA) funding. We welcome the opportunity to partner with the West Cook YMCA on this exciting initiative.

We know that during the pandemic, many individuals put off critical chronic health needs. As a result, the impact of chronic disease has increased. Your initiative responds to these risk factors by strengthening the linkage between traditional healthcare and community-based prevention strategies. These types of partnerships are critical for individuals to prevent, delay, or live better with chronic conditions.

The Community Integrated Health initiative will provide an excellent opportunity for Dominican University students to further their careers by serving in critical roles within the program. We welcome the opportunity to partner and hope that this request receives a favorable reply. Please feel free to reach out if I can be of further assistance.

Sincerely,

A handwritten signature in blue ink, appearing to read "Glenna G. Temple".

Glenna G. Temple, PhD
President



Dino P. Rumoro, DO, MPH, FACEP
President and Chief Executive Officer

Oct 10, 2022

Mr. Phillip Jimenez
West Cook YMCA
255 S. Marion Street
Oak Park, IL 60302

Dear Phillip,

Thank you for the opportunity to submit a letter of support for your request to the Village of Oak Park for American Rescue Plan Act (ARPA) funding. I am pleased to extend my strong support for your proposal.

The West Cook YMCA improves the health and well-being of individuals and families living in Oak Park through critical chronic disease programming. Your proposal will continue these efforts by broadening the reach with our community through the establishment of a Community Health Portal integrated with a Universal App. In addition, the expansion of evidence-based health intervention programs will provide critical support to individuals with chronic health needs in Oak Park.

Rush Oak Park Hospital is pleased to partner with the West Cook YMCA by assisting in referring appropriate patients into the programs. I hope that your grant request receives a favorable reply.

Please feel free to reach out if I can be of further assistance.

Sincerely,

Dino P. Rumoro, DO, MPH, FACEP
President and Chief Executive Officer



LOYOLA
MEDICINE

Shawn P. Vincent
President and Chief Executive Officer

Tel: 708-216-3215
Fax: 708-216-4275
Shawn.Vincent@luhs.org

October 19, 2022

Mr. Phillip Jimenez
West Cook YMCA
255 S. Marion Street
Oak Park, IL 60302

Dear Phillip,

I am writing to express my strong support for your grant proposal to the Village of Oak Park for American Rescue Plan Act (ARPA) funding. The work outlined in your proposal will provide critical assistance to area residents by reducing risk factors for chronic disease in the community. The Y's multi-faceted approach leads to a sustainable behavioral change for individuals that participate. I am pleased to provide our strong support.

Loyola Medicine is a strong partner and advocate of your evidence-based chronic disease programs demonstrated by our partnering to deliver these programs since 2016. Our continued partnership with the West Cook YMCA has greatly impacted the health and wellness of the joint communities that we serve. We would welcome the opportunity to extend this partnership as part of the proposed Community Integrated Health initiative that is proposed to the Village of Oak Park.

I hope that your grant request receives a favorable reply. Please feel free to reach out if I can be of further assistance.

Sincerely,

Shawn P. Vincent
President & CEO
Loyola Medicine/St. Joseph Health System
Trinity Health Illinois/Indiana

PHILLIP JIMÉNEZ

INNOVATIVE LEADER THAT TRANSFORMS MULTI-LEVEL, COMPLEX ORGANIZATIONS TO
ACHIEVE STRATEGIC GOALS IN PARTNERSHIP WITH COMMUNITY COLLABORATORS.

SUMMARY

- Innovative, self-starter with proven development experience in a large, complex human services organization in the Chicago metropolitan area.
- Leverages a diverse set of experiences with large, challenging organizations and develops innovative responses including the establishment of an international office in Mexico, overseeing fundraising and development for a \$45+ million state-wide human service agency, a national educational organization, national cultural museum and the West Cook YMCA.
- Skilled fundraiser that has raised \$20,000,000 in contributed revenue since 2010.
- Demonstrated ability to initiate, organize, and execute new programs and operations from concept through implementation at progressively complex organizations.
- Skilled in multiple areas of management in non-profit and charitable services organizations, including the analysis of potential funding opportunities, finance, regulatory compliance, human resources, budget allocation, marketing, community relations, forecasting, and board leadership.
- Proven track record of aligning staff skills with the needs of the institution through the hiring, training, and coordination of staff.
- Possesses strong facilitation, public speaking, presentation and mediation skills.

WORK EXPERIENCE

President and CEO 2014 - Present
West Cook YMCA, Oak Park, Illinois

- Built community support and funding model for a new integrated health facility with an estimated project value of \$65 million dollars to integrate chronic disease prevention, education, fitness programming, navigation, primary and specialty care in partnership with strong local health providers, such as: Proviso Township Mental Health, Loyola Medicine, Rush University Medical Center, School Districts 90 and 89, PCC Community Health, West Suburban Medical Center, and Cook County Hospital.
- Enhanced operational performance by employing sound fiscal management strategies to navigate the 2020 operating year resulting in a \$600,000 profit.
- Transformed the association over the past 7 years by conducting an initial assessment of membership and financial resource declines and then repositioning programs and resources to reach new market spaces and drive innovation. As a result, exceeded best-in-class contribution percentage of revenue of 15% over the past 5 years. In addition,

📍 310 Forest Ave, River Forest, Illinois 60130

☎ 312-925-5866

✉ philjimenez@hotmail.com

SKILLS

- Strategic Visionary
- Organizational Change Agent
- Community Collaborator
- Strong Fiscal Manager
- Solutions Focused
- Program Innovator
- Mission Champion
- Culturally Competent Leader
- Compassionate Leadership Style
- Media spokesperson

COMMUNITY LEADERSHIP

2016 - Present

Board Member
Illinois State Alliance

Serves on the Executive Committee, as Board Secretary, and participating in the CEO Search Committee.

2016 - Present

Governance Committee
Member
Y-USA

Developing Charter for YMCA Network of Association of Mid Sized Y's.

2020 - Present

Hispanic Latino YMCA
Leadership Network
Member

<p>contributed revenue was 60% in 2020 which offset potential operational losses.</p> <ul style="list-style-type: none"> • Led a strategic programmatic shift to Community Integrated Health which addressed the social determinants of health through new programming, reaching new communities, and building strategic partnerships to drive increased membership sales and operational revenue. This process included the realignment of staff resources, leveraging of philanthropic resources and development of strong community partnerships to facilitate implementation. • Translated the new Equitable Communities agenda into programming to inform engagement with members and the community, innovate new programs and services, and to move towards a more anti-racist, multicultural organization. • Selected to participate in YMCA of the USA cohort: Undoing Racism initiative, 1 of 70 YMCA staff persons nationally. • Secured \$520,000 in appropriations through relationships and advocacy to ensure long-term sustainability of the West Cook YMCA. 	<p>2018 - 2019</p> <p>Strategic Planning: CEO Advisory Committee Y-USA</p>
<p>Vice President and Chief Operating Officer National Museum of Mexican Art, Chicago, Illinois</p> <ul style="list-style-type: none"> • Served as the first Chief Operating Officer in the history of the Museum. • Oversaw overall operational responsibilities for the Museum. • Ensured fiscal, operations, revenue, marketing, human resource, technology, strategic and programmatic plans were effectively implemented across all segments of the organization. • Facilitated the long-term, strategic growth of the organization and its mission in partnership with the President and the Board. • Supervised and evaluated the work of the Development Department to ensure that the flow of funds permits progress towards the achievement of its mission, present needs and future potential. • Oversaw an annual operating budget of approximately \$5 million. 	<p>2012 - Present</p> <p>Board of Directors Oak Park / River Forest Community Foundation</p> <p>Serves on the: Executive Committee, as Audit Chair, Governance Committee, and CEO Search Committee.</p>
<p>President and CEO San Miguel Schools, Chicago, Illinois</p> <ul style="list-style-type: none"> • Served as the first Chief Operating Officer in the history of the Museum. • Oversaw overall operational responsibilities for the Museum. • Ensured fiscal, operations, revenue, marketing, human resource, technology, strategic and programmatic plans were effectively implemented across all segments of the organization. • Facilitated the long-term, strategic growth of the organization and its mission in partnership with the President and the Board. • Supervised and evaluated the work of the Development Department to ensure that the flow of funds permits progress towards the achievement of its mission, present needs and future potential. • Oversaw an annual operating budget of approximately \$5 million. 	<p>2016 - Present</p> <p>Committee Member River Forest School District #90</p> <p>Serve as a member of the Strategic Planning Committee and Social Emotional Advisory Panel.</p>
<p>Director of Advancement Lutheran Child & Family Services, River Forest, Illinois</p> <ul style="list-style-type: none"> • Successfully facilitated the closure of a neighborhood campus through a collaborative process which engaged core stakeholders in a mutually beneficial solution. • Led board of directors and leadership staff through first ever strategic planning process setting a course for the school's future with clear and solid direction • Prior to selection as President and CEO, served as Vice President of Advancement. In this role: <ul style="list-style-type: none"> ◦ Facilitated a 27% increase in total contribution revenue in eighteen months. ◦ Increased net revenues for the schools' marquis event by 28% . ◦ Secured the second largest operating gift in the history of the school. 	<p>2015 - Present</p> <p>Board Member NBC / Telemundo - Community Action Board</p> <p>2009 - Present</p> <p>Emeritus Board Member Mujeres Latinas En Acción</p> <p>2008 - Present</p> <p>Member Nuestro Futuro of the Chicago Community Trust</p>
	<p>2014 - Present</p> <p>Member Oak Park/River Forest Rotary Club</p>

institutional planning processes.

- Increased funds and program revenue through more efficient utilization of services.
- Built critical infrastructure for a comprehensive advancement program producing over \$1.8 million, including special events, major gifts, individuals, congregational cultivation, corporations, and foundations.
- Oversaw a donor portfolio of \$3 million.
- Implemented department-wide cultural and procedural change, yielding an annual budget increase of 60% since 2002.

International Sales Director, Mexico City, Mexico 1994 - 2001

Ispat Inland, Inc., Chicago, Illinois

- Identified as representative to spearhead implementation in Mexico City, Mexico at the age of 27 after serving as a Sales Representative from 1994-1998.
- Conducted market forecasts and plans for a satellite office of Ispat Inland, Inc., the fifth largest steel manufacturer in the world which produces flat rolled steels for the automotive, appliance and magnetic markets, in Mexico City.
- Established all aspects of the new international office, including litigation, international trade, logistics, government negotiations and the identification of suppliers and facilities in Mexico City, Mexico.
- Secured new accounts by increasing the customer base resulting in increased revenues from \$10 million to \$37 million on an annual basis.
- Expanded underdeveloped markets such as the appliance and magnetic steel markets.

EDUCATION

Certificate of Professional Achievement in Nonprofit Management 2006

Northwestern University, Evanston, Illinois Kellogg School of Management, Center for Nonprofit Management

Certified Planned Gift Specialist LC-MS 2003

Bachelor of Arts Degree, Political Science 1990 - 1993

University of Wisconsin, Madison, Wisconsin

Emphasis: Management and Marketing

Contact

www.linkedin.com/in/luis-lazaro-carrasco-b8a82114 (LinkedIn)

Top Skills

Accounting

Financial Analysis

Financial Modeling

Languages

English (Native or Bilingual)

Spanish (Native or Bilingual)

Luis Lazaro-Carrasco

Finance Director

Oak Park, Illinois, United States

Summary

Senior Finance and Accounting professional with MBA with 20+ years of broad based experience in Fortune 500 firms, and in high growth, emerging entrepreneurial and turnaround environments. Leadership roles in systems conversion, consolidation of businesses, and startups. Multi-office development and design of finance and accounting systems and procedures. Excellent presentation, communication, and financial modeling skills..

Experience

YMCA

Finance Director

2016 - Present (6 years)

Greater Chicago Area

St. Augustine College

Adjunct Faculty / Business, CIS, & ADM Dept.

2013 - 2015 (2 years)

INDEPENDENT CONSULTING

INDEPENDENT CONSULTING

2013 - 2014 (1 year)

Aon Risk Services

International Finance Manager

March 2007 - 2013 (6 years)

International Finance Manager/Controller

Global finance leader for one of Aon's international business units.

Responsible for accounting, finance, and treasury departments as well as member of the business unit management team. Collaborated closely with corporate accounting and finance departments on consolidation process, budgeting, forecasting, audit, legal, regulatory and tax reporting. Delivered monthly financial reporting and commentary. Provided finance support to business development team and country managers with portfolio performance,

financial projections and investment analysis (ROI, sensitivity, and breakeven)
for direct marketing campaigns to drive worldwide business strategy and
product innovation strategies

Unilever

Finance Manager Accounting / Reporting / FP&A

June 2001 - March 2007 (5 years 10 months)

Lisle, IL

Finance Manager, Accounting / Reporting / FP&A (2004-2007)

Reporting to Corporate Controller, led month end close process including activities with Shared Services, Sales&OP and Supply Chain. Provided monthly financial flash, commentary, and financial performance reports to Executive Team and Global Finance Group in Rotterdam. Completed internal, ad hoc reports, liaise / respond / prepare reports in response to requests from Global Finance in Rotterdam. Coordinated and prepared strategic plan, annual plan and monthly rolling forecast with Global Finance, Marketing, Sales&OP, and Shared Services departments for NA Region. Worked closely with consultants and managers on projects such as: customer profitability analyses, implementation of Hyperion Essbase to improve reporting and decision-making. Collaborated on business process re-design (SOX). Assisted with internal and external annual audit.

Associate Finance Manager, Finance Department (2003-2004)

Delivered financial models; provided input for strategic planning, annual estimates, and forecasts; and aligned reporting systems to reflect progress toward delivery of business unit targets. Conducted OH analysis and monitored leading brands' P&L, participated in monthly close, and handled special projects to improve and streamline financial reporting and planning processes. Responded to ad hoc financial requests from senior management. Responsible for reconciling operator and distributor trade and marketing budget.

Senior Financial Analyst, Finance Department (2001-2003)

Developed SKU-level P&L tool for consistent profitability analysis. Provided decision support to Field Sales on how optimized allocation of trade spending through detailed customers' P&L profitability analysis. Acted as a finance lead with Marketing by performing financial pro-forma P&Ls for new innovations and conduct analysis to determine if new products should be launched. Involved in special projects supporting category and process efforts.

Webvan

Fresh Market Inventory Analyst

July 2000 - June 2001 (1 year)

Carol Stream, IL

Finance analyst for cutting edge web-based grocer. Tracked, analyzed, inventory movements in the Fresh Market and General Merchandise areas. Analyzed and reported slow moving and spoilage reserves and reconciled Balance Sheet accounts. Improved inventory activities, trade margin reports, and spoilage levels by partnering closely with area directors, buyers, and finance staff on findings and improvements. Brought financial systems in line with actual as part of trade margin enhancement and shrinkage task force project.

Corn Products International

Sr. Accountant

November 1995 - July 2000 (4 years 9 months)

Bedford Park, IL

Senior Accountant, Sales Revenue Team (1999-2000)

Reported financials for Puerto Rican sales company, Crystal Car Line Inc., and Chicago, Peoria & Western Railway; prepared and submitted U.S. consolidated income statement. Responsible for compliance for export group and established strategic reporting methods and reports for Corn Products in U.S., Mexico, and South America.

Senior Accountant, Inventory Team (1998-1999)

Analyzed and improved U.S. product inventory, including consignment and reconciled deferred freight of U.S. plants. Drove SAP Financial upgrade project and GrainSmart implementation. Streamlined states' product registration and tonnage report filing; resulted in more efficient financial reporting.

Accountant, Raw Material Team (1997-1998)

Prepared accounting reports for hedging instruments, including broker reconciliation, Chicago Board of Trade futures/options reports, and gain/loss allocation by plant; completed accounting and reconciliation for raw material products. Analyzed plant monthly yield report and variance analysis. Streamlined internal controls in inventory reporting and turnover and month-end processes. Improved decision support system (DSS) reporting methods, vendor payment history tracking, consignment inventory detail and valuation, and germ and grain reporting formats.

Junior Accountant, Balance Sheet Team (1995-1997)

Kraft Foods Group

Payroll Accountant / Corporate Accountant

January 1994 - October 1995 (1 year 10 months)

Deerfield

Education

Loyola University of Chicago - Graduate School of Business

MBA, Accounting and Finance · (1996 - 1997)

Colegio Universitario de Estudios Financieros

Bachelor of Business Administration (B.B.A.), Business Administration and Management, General · (1980 - 1985)

Logan Fenhouse

Loganfenhouse1@gmail.com
+34 603 618 081

EDUCATION

The University of Alabama, Tuscaloosa, AL

May 2020

Interdisciplinary Studies (Biocultural Studies of Health), B.S., GPA: 4.0/4.0

Spanish, Blount Scholars Program Minor, B.A., GPA: 4.0/4.0

- Summa Cum Laude
- Dean's List all 8 semesters
- Presidential Scholar Full-Tuition Merit-Based Scholarship

FELLOWSHIPS & WORK EXPERIENCE

Fulbright English Teaching Assistantship

September 2021- Present

CEIP Esteban Navarro Sánchez, El Calero, Spain

- English Teaching Assistant
 - Instruct 275 total elementary students throughout 11 classes weekly to improve English communication
 - Devise and implement engaging, culturally sensitive lessons in English language and health
 - Support local teachers in strengthening English curriculum and improving English levels
- Cultural Ambassador
 - Volunteer with an emergency shelter for women immigrants to promote community engagement
 - Foster better understanding of U.S. culture through inclusive weekly dialogue

Project Horseshoe Farm Community Health Fellowship

August 2020- July 2021

Project Horseshoe Farm, Greensboro, AL

- Community Healthcare Liaison
 - Engaged with seven community members on a weekly basis as "health partners" during outdoor home visits
 - Provided support through socialization, transportation, healthcare navigation, financial planning, and individualized health goals
- Housing Program Support
 - Cultivated relationships and provided support to six ladies facing mental illness within an independent living facility through medication adherence, companionship, and engagement
 - Established weekly visits to address all unmet needs including meal planning, financial wellness, and cleanliness
- Youth Program Mentor
 - Planned and devised learning content to engage each child at their academic level
 - Mentored two elementary students 3x/week to increase academic success, cultivate life skills, and develop character through remediation and progress monitoring
- Nonprofit Leadership
 - Enhanced community funding by coordinating with community entities and successfully writing seven grants in the amount of \$48,000 for volunteer fire departments and emergency response agencies in Hale County, Alabama
 - Facilitated nonprofit management in financial operations, community engagement, and program leadership
- Food Insecurity Advocate
 - Orchestrated meal preparation, and delivery of 120 meals each week to individuals facing food insecurity
- Emergency Management Administrative Support
 - Completed necessary documentation, payroll, database entry, and official written correspondence for local EMA
 - Conducted statistical data collection of damage to all structures in Hale County, Alabama using FEMA software

Beyond Bama Alternative Breaks Team Leader

October 2016- May 2020

Center for Service and Leadership, The University of Alabama

- Team Leader, April 2019- April 2020
 - Promoted to Team Leader after three years of involvement
 - Directed budgeting and financial oversight of \$250,000
 - Conducted and developed recruitment and training of 18 undergraduate trip leaders who led 250 students in trips
 - Provided oversight for the logistics and marketing of both domestic and international trips
 - Oversaw risk management and crisis aversion

- Reconfigured program to emphasize education of trip participants before and after the service-learning trip
- Led a fundraising campaign that raised \$6,000 to provide scholarships for participants facing financial need
- Assistant Team Leader & Chair of International Operations, April 2018- April 2019
 - Assisted with planning and implementation of five service-learning trips with a focus in a variety of ethical, sustainable, and community-empowering projects including disaster relief, rural poverty, and global healthcare
 - Coordinated, organized, and planned all meetings, travel, and correspondence with participants and partners

Pool Manager

Summers 2013-2018

Butterfield Park District, Lombard, IL

- Promoted to Pool Manager from Ellis Leader Lifeguard during Summer 2018
- Promoted to Ellis Leader Lifeguard from Lifeguard during Summer 2017
- Led and trained 40 lifeguards in CPR, AED, and First Aid certification
- Completed and maintained organization of payroll, time sheets, incident reports, and chemical levels

COMMUNITY ENGAGEMENT

Meals on Wheels Volunteer

Summer 2020

DuPage Senior Citizens Foundation, Lombard, IL

- Delivered 10-15 frozen and shelf-stable meal boxes on a weekly basis to individuals facing food insecurity

Spanish Medical Outreach Interpreter

September 2018- March 2020

Maude Whatley Health Services, Tuscaloosa, AL

- Served as the link in communication between Spanish-speaking patients and doctors
- Aided in the completion of patient registration and insurance forms

Civic Engagement Internship at Capstone Rural Health Center

Summer 2019

Walker Area Community Foundation, Jasper, AL

- Researched and presented suggestions to improve the sustainability of the tele-psychiatry program at Federally Qualified Health Centers, advising specifically on Medicaid and Medicare policies regarding mental health
- Designed, conducted, and authored community journalism paper on the attitudes of mental health in Walker County, AL
- Provided administrative and program support to grant implementation team

Project Health Peer Health Educator Internship

January 2018- May 2019

The University of Alabama, Student Health Center and Pharmacy

- Developed and utilized health education materials to improve health literacy and outcomes
- Engaged 40,000 students in informal interactions about wellness, healthy behaviors, and health literacy

Mentor

August 2016- December 2018

Davis-Emerson Middle School & Central High School, Tuscaloosa, AL

- Volunteered with after-school programs to lead homework mentoring and extracurricular enrichment
- Advocated for students' inclusion in discussions and necessary classroom support

HONORS

Fulbright English Teaching Assistantship Finalist- Spain

December 2020

- Selected to foster intercultural dialogue and understanding

"Unless" Service and Leadership Award

April 2020

- Awarded for servant leadership and passion for creating sustainable change

Star Bloom Volunteer of the Year Award

April 2020

- Awarded for civic engagement, leadership, and commitment to providing service-learning opportunities

College of Arts and Sciences Dean's Award of Merit

April 2020

- Awarded for scholarly engagement and commitment to service

Phi Beta Kappa Honor Society

April 2020

- Awarded for outstanding academic achievement in the liberal arts

SKILLS

Leadership, Written and Verbal Communication, Empathy, Problem Solving, Flexibility, Organization