



**LOUISVILLE METRO COMMUNITY ACTION PARTNERSHIP**

**Department of Community Services**

**Louisville Metro Government**

**COMMUNITY SERVICES BLOCK GRANT**

**2015-2016 PLAN**



**DEPARTMENT OF  
COMMUNITY  
SERVICES**

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## **1. Introduction to Agency**

### **a. Louisville Metro Community Action Partnership/Department of Community Services**

Louisville Metro Community Action Partnership (LMCAP) is a public non-profit agency originally formed by City of Louisville Ordinance #183, Series 1965. Following the city and county merger in 2003, the new Louisville/Jefferson County Metro Government adopted revised ordinances (§ 32.885 through § 32.899) “for the purpose of making a change in designation of the existing community action agency pursuant to the terms of a new city-county cooperation agreement.” LMCAP serves as a corporation under KRS 273.410(2) in an exclusively charitable and educational capacity with primary purpose to coordinate and address the conditions of poverty affecting Jefferson County and its residents.

In recent years, LMCAP has become integrated into the Louisville Metro Department of Community Services. The mission of the Department of Community Services is to "improve the quality of life for all residents with an emphasis on poverty reduction and addressing the needs of vulnerable populations in the Louisville Metro Community." The Department of Community Services is composed of the following divisions: Advocacy and Empowerment, Neighborhood Place, Long-Term Housing and Support, Senior Nutrition, Community Outreach, CSBG Direct Services, and Administration and Planning.

The Louisville Metro Department of Community Services (LMCS) encompasses all client-based social services for Metro Government with the intent to serve the needs of low-income and vulnerable populations in a holistic way. The Advocacy and Empowerment division of LMCS encompasses advocacy and volunteer programming for vulnerable populations and financial empowerment and economic development.. Neighborhood Place serves as community-based “one stop shop” providing services from partner agencies such as the Kentucky Department of Community Based Services, Jefferson County Public Schools, and the local Community Mental Health Center under one roof for citizens. The Long-Term Housing and Support Division administer Housing and Urban Development programming providing homelessness and homeless prevention services. The Senior Nutrition Division oversees 24 congregate meal sites across the county and the Meals on Wheels program. The Community Outreach division is responsible for the Low-Income Home Energy Assistance Program, Foster Grandparents, Affordable Care Act outreach and enrollment, Summer Lunch, and Youth

Development programs. The CSBG Direct Services Division administers CSBG case-managed services and the Chaffee program for youth aging out of foster care. Finally, the Administration and Planning division is responsible for overall administration, planning, policy development, and compliance of the department.

The Department of Community Services is responsible for administration of the federal Community Service Block Grant (CSBG). In accordance with the rules and regulations of CSBG, a tripartite Administering Board formulates and recommends policies and provides guidance and supervision to the Department Director.

LMCS is currently working to revamp its strategic plan to provide clear departmental priorities in line with the priorities of Louisville Metro Government Mayor, Greg Fischer. LMCS is using the Balanced Scorecard Approach, which aligns the activities of the department with the vision and strategy of the organization, improves internal and external communications, and monitors performance against strategic goals. LMCS' strategic themes, which cross-cut all goals, are:

- **Improve Quality of Life:** The Department of Community Services makes Louisville a better place to live by caring about the entire community and helping people help themselves and each other.
- **Build the Brand:** Create organizational cohesion and strengthen capacity to accomplish strategic goals.
- **Strong Strategic Partnerships:** We have Strategic Partners that are enhancing our mission and assisting us to achieve our outcomes through shared expertise and resources.
- **Operational Excellence:** Louisville Metro Community Services earns national accolades for operational excellence in social service delivery.

Through the strategic planning process, LMCS has identified the following strategic goals to work towards over the next five years:

- Reduce Homelessness
- Increase Household Financial Stability
- Improve Customer Service Experience
- Improve Client Access

- Improve Management of Resources
- Increase Advocacy
- Increase Department Compliance
- Enhance Staff Development
- Improve Internal Collaboration
- Improve Data Collection

The team values of Louisville Metro Government and LMCS include: integrity and transparency; trust and respect for all; a commitment to teamwork and partnerships; dedication to constant improvement; a belief that positivity produces superior results; and a sense of urgency for the work we do.

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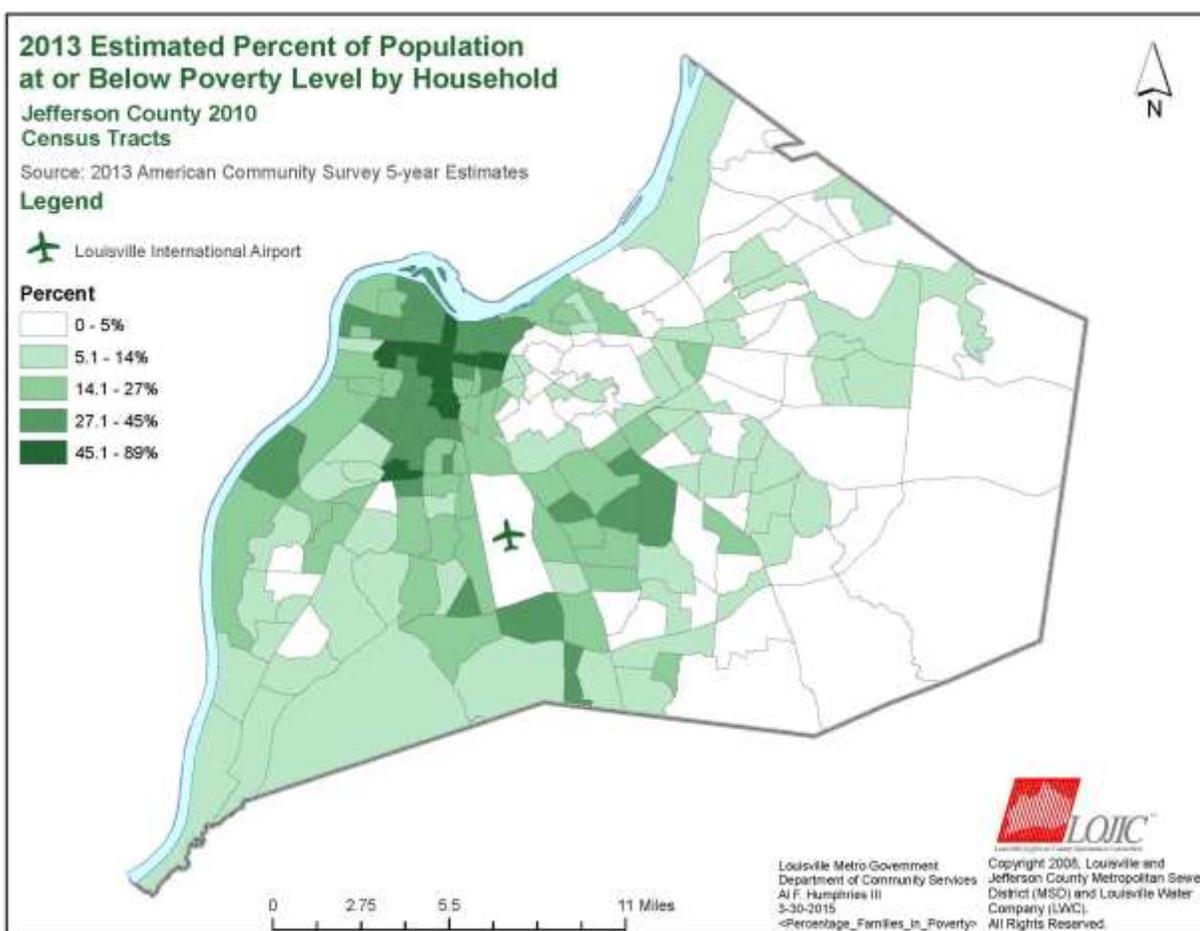
### **c. Louisville Metropolitan Geographical Area**

The area of service for LMCS encompasses all of Louisville Metropolitan/Jefferson County, Kentucky, which includes urban and suburban service districts. Louisville has an Urban Service District that is the north-central portion of the city with a northern boundary of the Ohio River and a southern boundary of the Watterson Expressway. The suburban service district expands the county limits and includes 94 incorporated cities with varying degrees of service and governmental structure. Both the urban and suburban districts contain commercial and residential areas with varying density with an economically and ethnically diverse population.

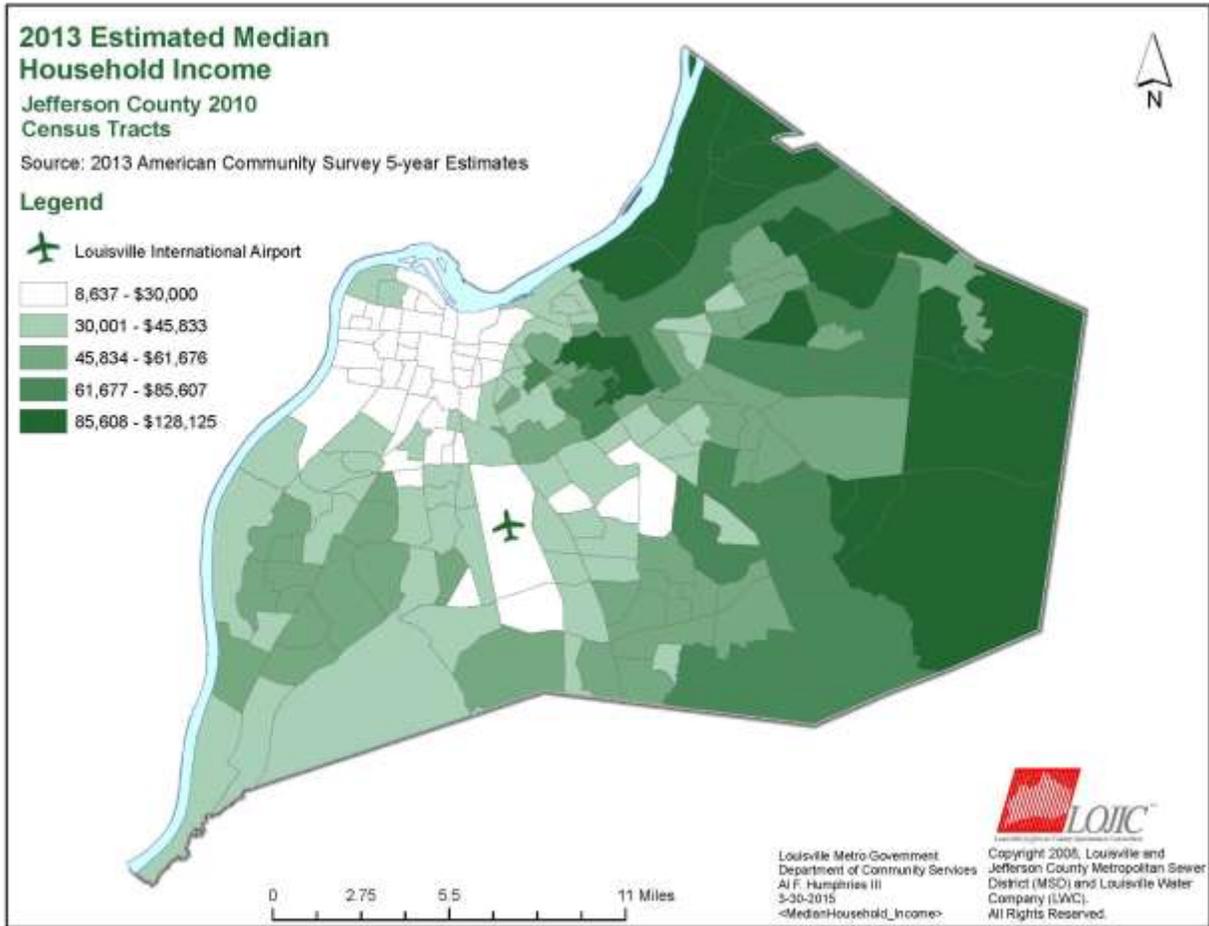
The current population of Louisville metropolitan area is 746,580. Below are some recent statistics that indicate the current prevalence and relevance of poverty related issues in Jefferson County:

- *18.2% of the total Jefferson County population is living in poverty compared to the national average of 15.9% (Small Area Income and Poverty Estimates, U.S. Census Bureau, 2013).*
- *15.7% of all households in Jefferson County live in poverty, with female-headed households making up 64.2% of all households in poverty (Small Area Income and Poverty Estimates, U.S. Census Bureau, 2013).*
- *Poverty increased 7.7% between 2000 and 2012 in Jefferson County, compared to a national increase of 4.6% (Small Area Income and Poverty Estimates, U.S. Census Bureau, 2013).*
- *The child (ages 0-17) poverty rate in Jefferson County is a staggering 26% compared to a national average of 22.6% (Small Area Income and Poverty Estimates, U.S. Census Bureau, 2013).*
- *16.5% of Louisville's homeless population is veterans, and a higher proportion of veterans are homeless compared to the general population (Housing and Urban Development, 2014).*

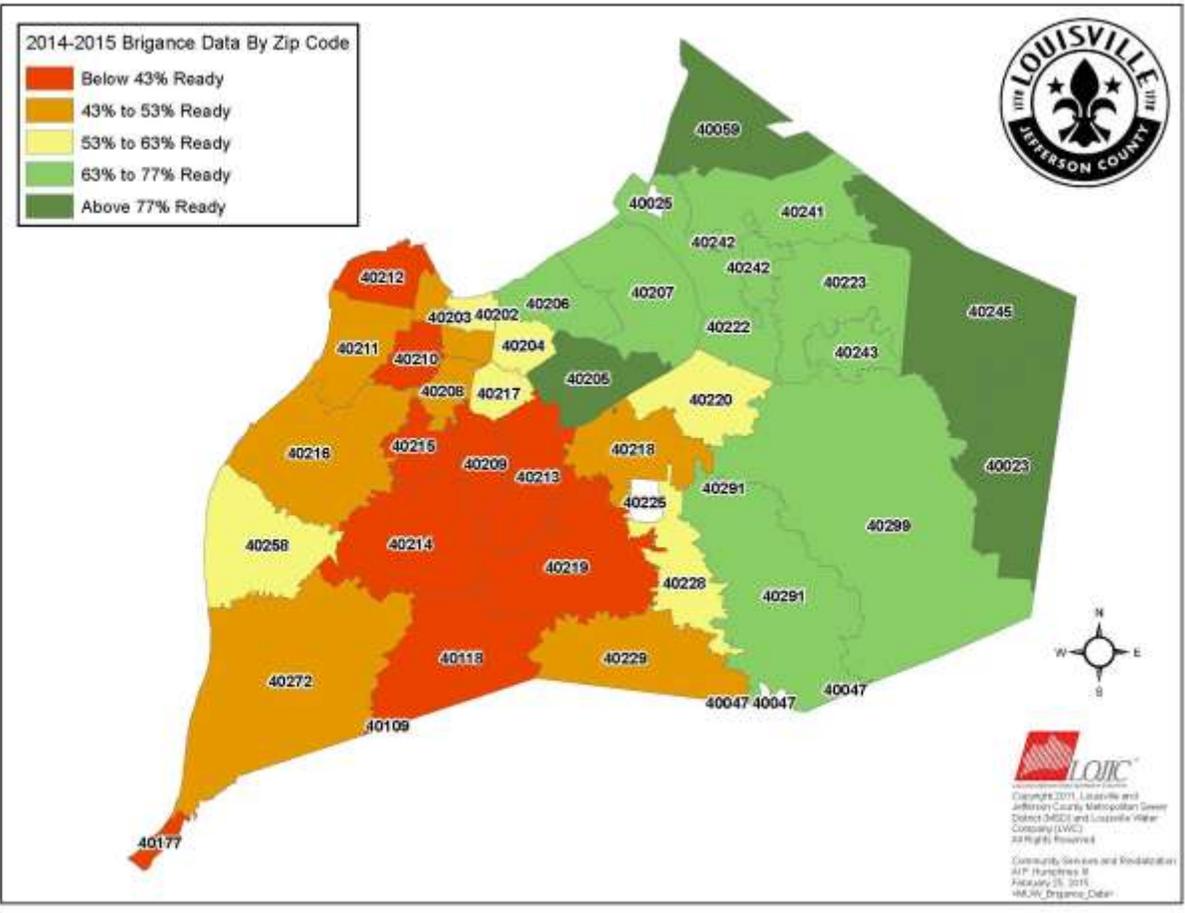
While LMCS provides services to residents throughout the entire county, there are several geographic areas where service beneficiaries are concentrated due to issues such as age of the population, age of the built environment, low economic development, food deserts, lack of employment opportunities in the area, and lack of access to necessary goods and services. Due to these conditions and their high concentrations of poverty, Metro Louisville residents in the northwestern, central, and southwestern areas of the county experience some of the greatest needs within the community and are more likely to seek the agency's services. The agency has strategically located offices in those communities to serve area residents. The following maps indicate the distribution of poverty across the county and identify areas of high concentration.



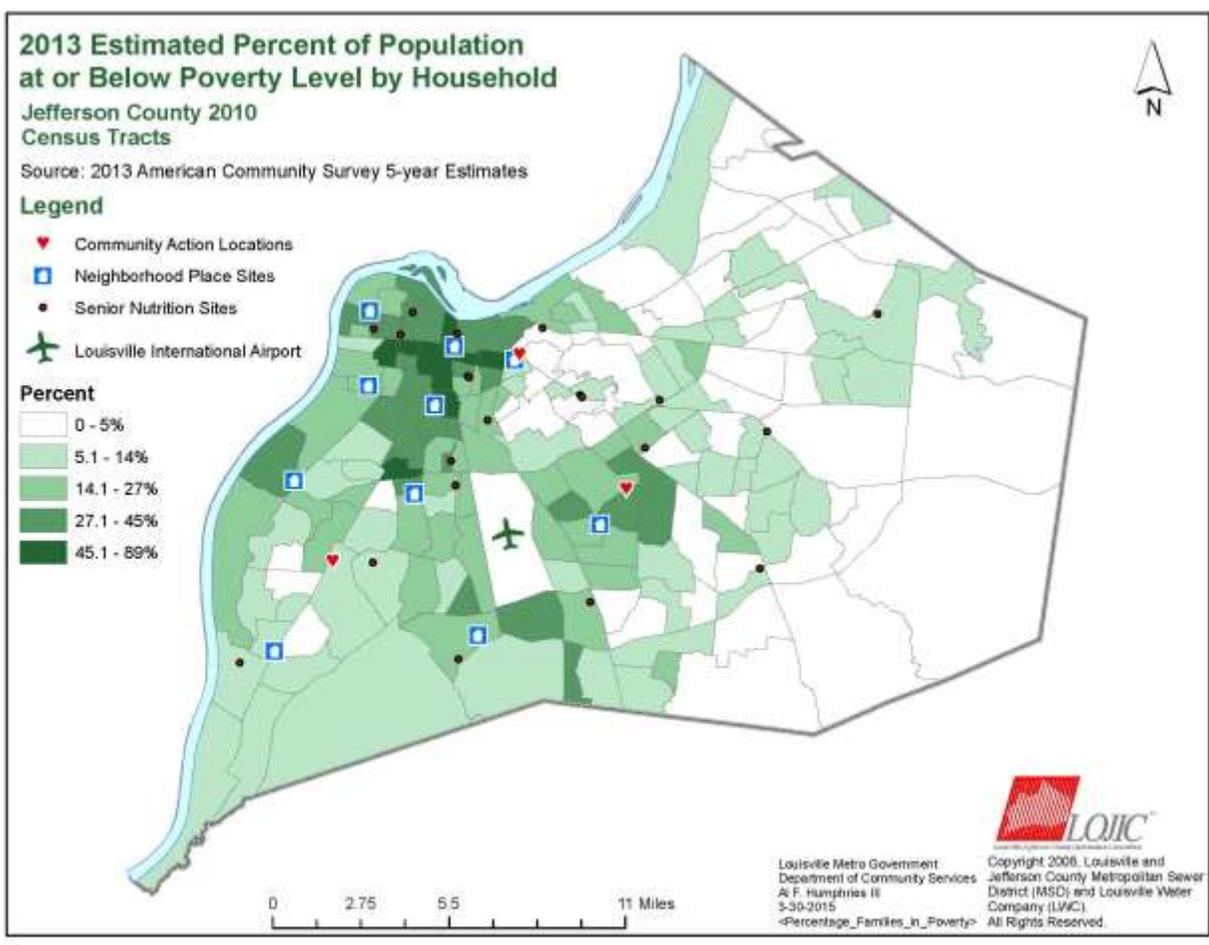
As of 2013, area median income for Louisville was \$46,959 according to ACS 5-year estimates. Western, southern, and central areas of Louisville tend to have lower median incomes than Louisville’s eastern areas. However, pockets of poverty are forming in some eastern Jefferson County neighborhoods, partially due to immigrant resettlement and loss of manufacturing jobs in these areas. The below map indicates median income ranges for Jefferson County by census tract.



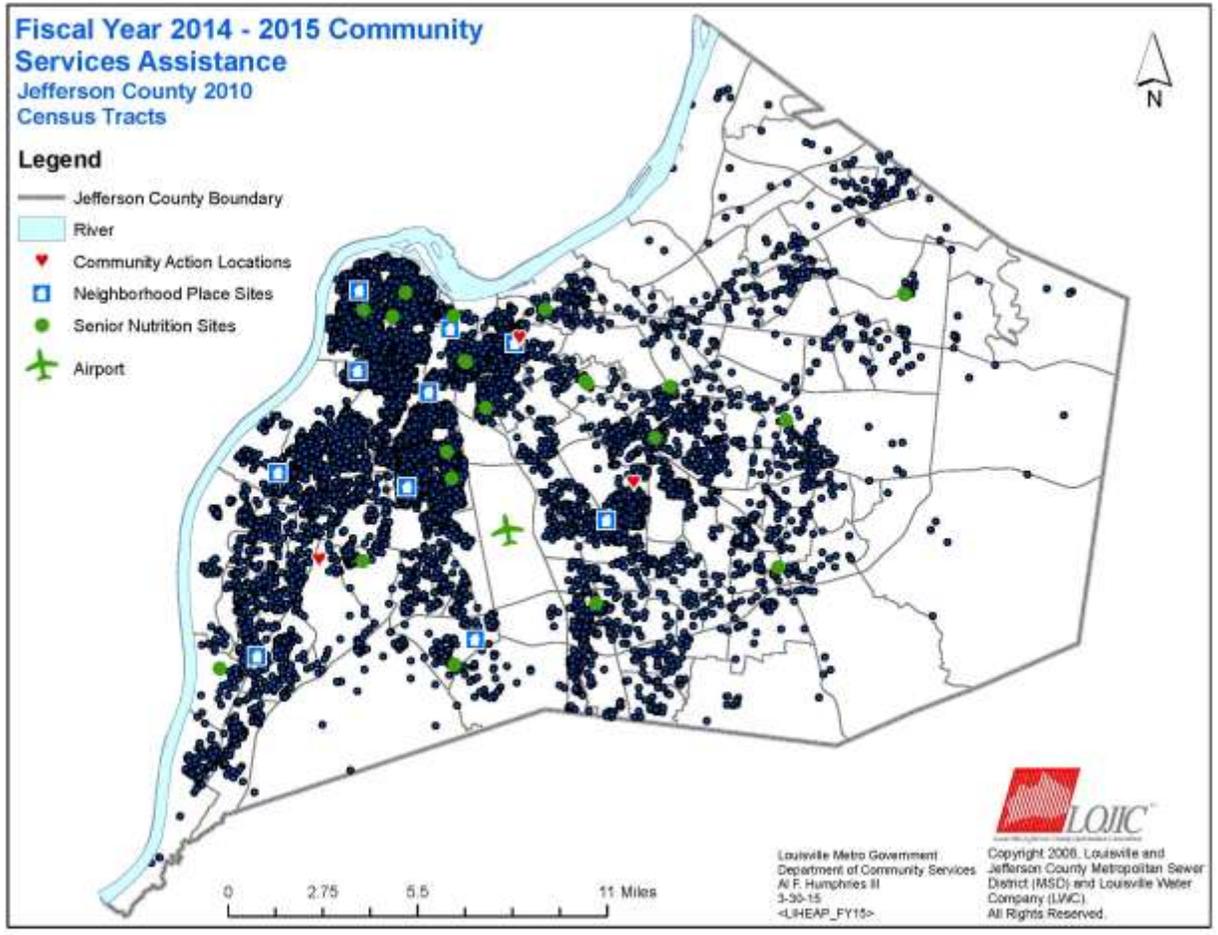
The BRIGANCE screening tool is used by Jefferson County Public Schools to identify kindergarten readiness rates of incoming kindergarten students. Based on the BRIGANCE results from the 2014-2015 school year, 48.1% of children entering the school system are not kindergarten ready. Below is a map of kindergarten readiness rates based on the 2014-2015 BRIGANCE screening. High poverty areas report lower kindergarten readiness rates than higher income areas.



The comprehensive structure of LMCS allows programing to operate in three primary locations, eight Neighborhood Place sites, and twenty-one senior nutrition sites throughout the Louisville Metro area. In fiscal year 2016, LMCS plans to relocate its central office to Old Louisville, about two and a half miles west from its current location. In addition, LMCS is identifying potential locations to open a Neighborhood Place in the eastern portion of the county to better serve newly-forming pockets of poverty in the area. The map below indicates the concentrations of poverty in the service area and LMCS satellite offices, Neighborhood Place and Senior Nutrition sites in Jefferson County.



LMCS serves tens of thousands of households each year throughout the city. Households receiving assistance often concentrated in the western, southern, and central areas of Louisville which experience higher rates of poverty. These areas also have multiple service locations conveniently located in their areas, unlike the eastern portion of the county which may impact service use. Furthermore, the population density in the western, central, and some portions of the southern portion of the county are greater than many of the eastern portions of the county. Below is a map representing households who have received financial assistance through CSBG, LIHEAP, Microbusiness, Neighborhood Place, and Long-Term Housing programming in fiscal year 2015.



**d. Audit Assurance**

An independent public accounting firm contracted by Louisville Metro Government will operate in compliance with 1) CSBG audit specifications under 42 U.S.C. Section 9916, 2) requirements in the OMB Circular A-133, and 3) the contractual agreement between CSR and the Cabinet for Health and Family Services.

**e. Compliance Assurance, 45 CFR Part 74**

LMCS will comply with 45 CFR Part 74 except where state procedures, including Kentucky Administrative Regulations, specifically exclude certain sections of Part 74. LMCS also operates in compliance with OMB Circular A-87 and 45 CFR Part 92.

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## **2. Community Needs Assessment**

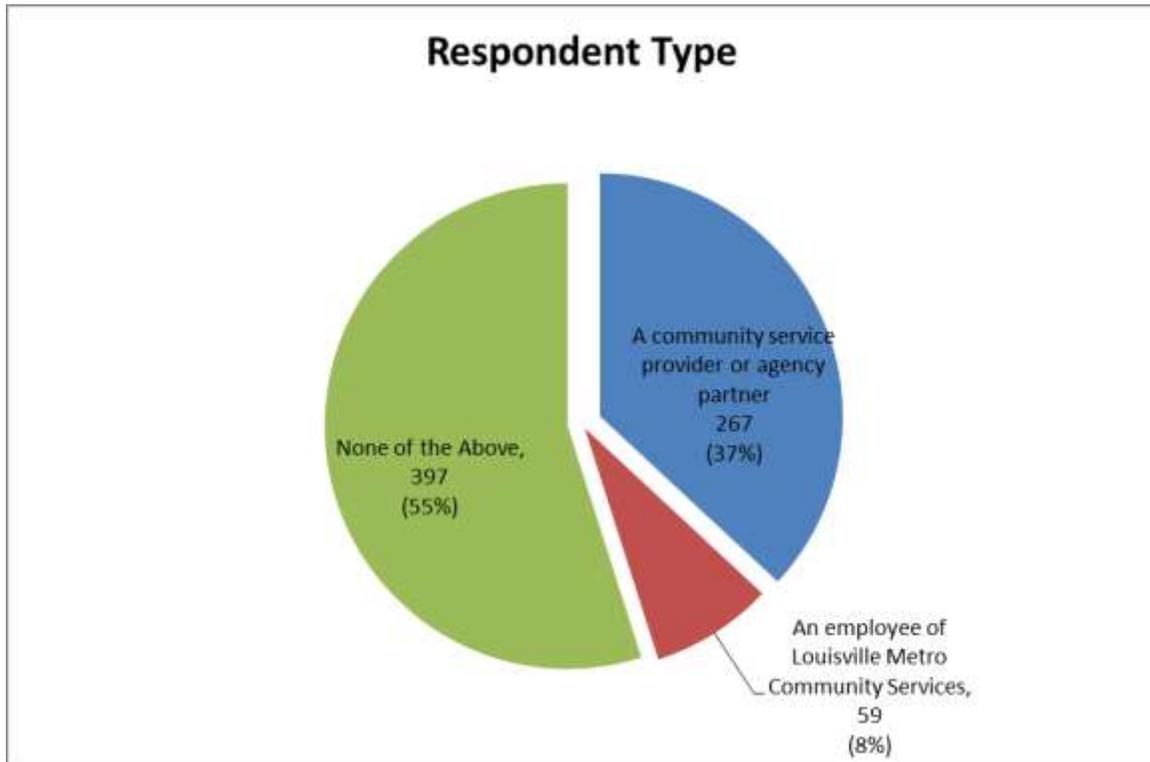
### **a. Needs Assessment Process**

Each year, LMCS administers a community needs assessment to allow community members and stakeholders to identify causes and conditions of poverty and weigh potential solutions. The assessment process this year included a community needs assessment survey, program participant focus groups, and an employee planning session.

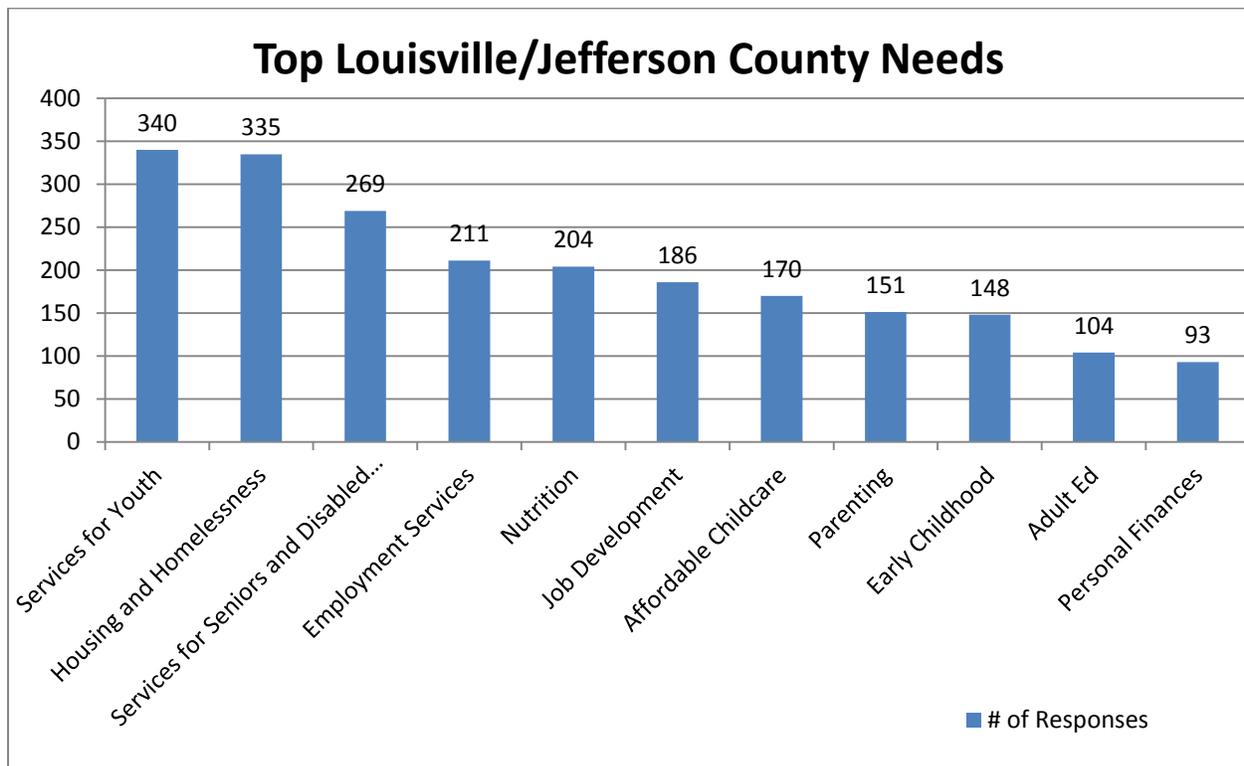
**Community Needs Assessment Survey.** LMCS distributed a community needs assessment survey from the end of January through the end of February 2015. The tool can be found in Appendix A. The survey was available online via SurveyMonkey and paper forms were distributed throughout the community. The online survey was distributed via LMCS' listserv and Facebook page. Partner agencies also sent the survey to their listservs and posted on their websites and Facebook pages. The paper surveys were distributed at the main office of LMCS, Neighborhood Place sites, Foster Grandparent and Retired and Senior Volunteer Program events, community events, and the Microbusiness PowerUp! class.

A total of 750 assessments were collected (387 online, 363 paper) for analysis. Both the paper and online surveys included 21 closed-ended questions focused on identifying the most pressing needs and needed services in Louisville and demographics of respondents. The online version of the survey also included 7 open-ended questions and an opportunity to add any additional comments or suggestions.

The first question asked respondents to identify if they were responding to the survey as a community service provider, an employee of LMCS, or none of the above. Most respondents were not a service provider or employee (397, or 55%); 267 respondents were community service providers (37%); and the smallest portion (59, or 8%) was employees of LMCS.

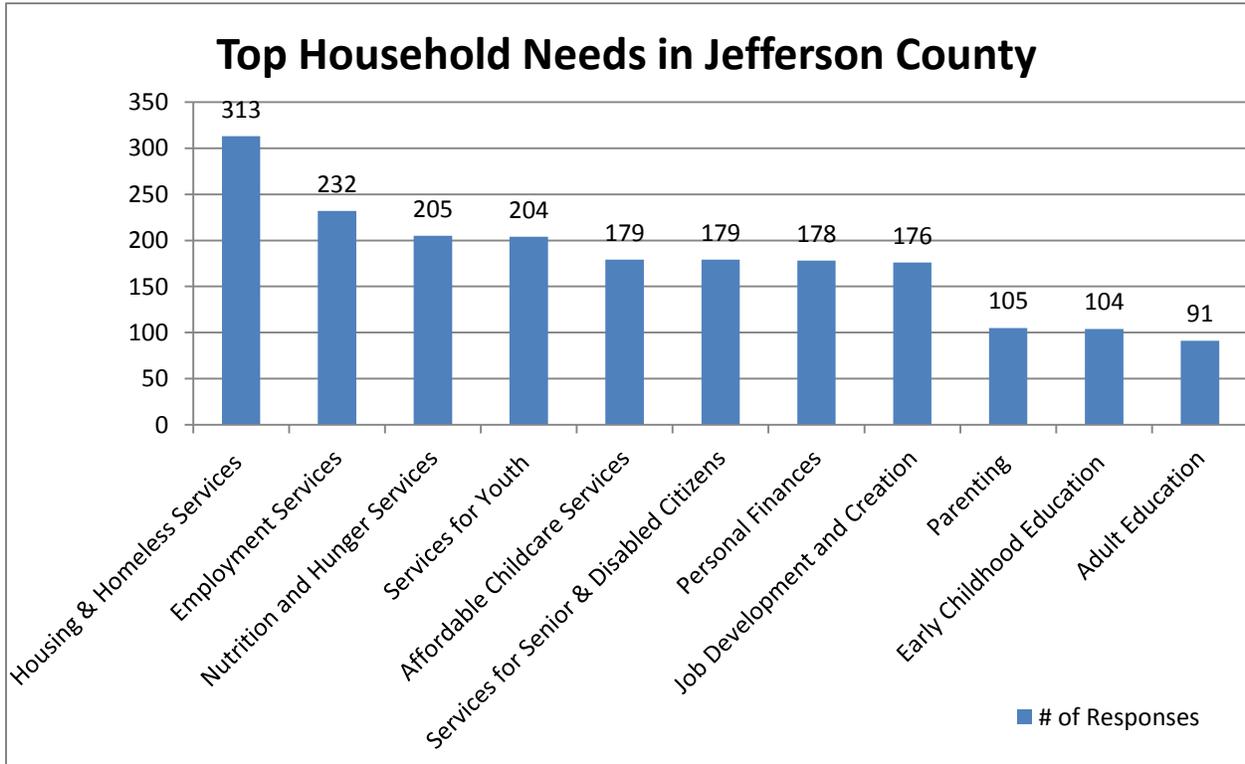


The second and third questions on the survey asked respondents to review listed service categories and identify the top three needs of Louisville/Jefferson County and then identify their household top three needs. Respondents identified the top three needs of Louisville/Jefferson County as **services for youth** (340 responses), **housing and homelessness** (335 responses), and **services for senior and disabled citizens** (269 responses). The following graph represents all responses to this question.



When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three categories remain the same but switch order to **services for senior and disabled citizens**, **services for youth**, and **housing and homeless services**.

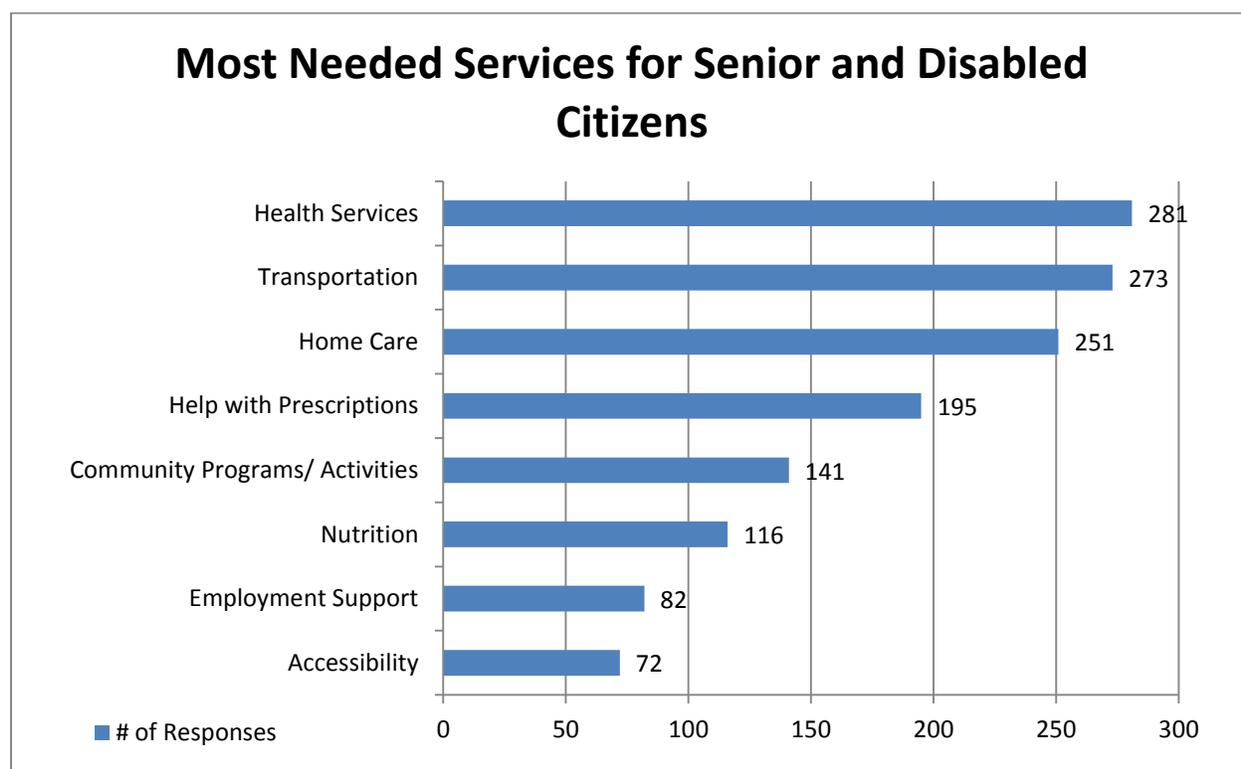
Respondents identified the top three needs of their household as **housing and homeless services** (313 responses), **employment services** (232 responses), and **nutrition and hunger services** (205 responses). **Services for youth** were a very close fourth, with 204 responses. The following graph represents all responses to this question.



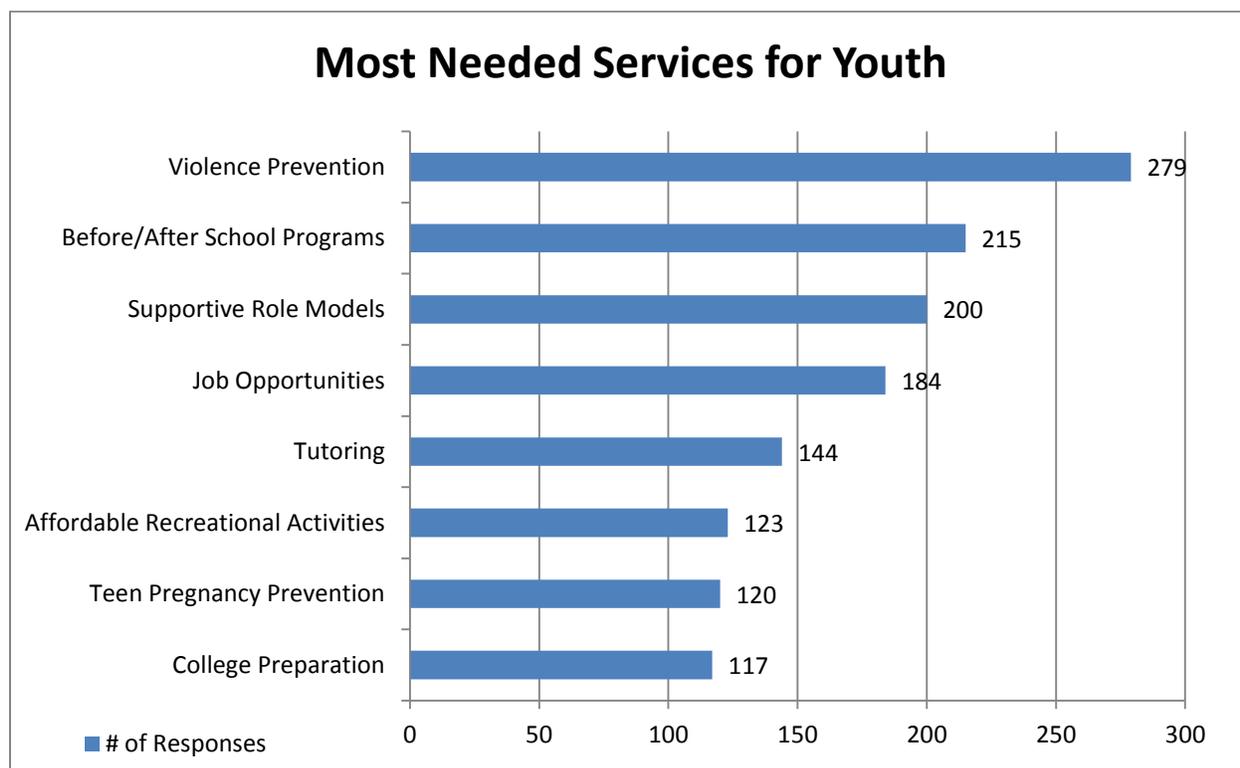
When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three categories remained the same and in the same order of **housing and homelessness services**, **employment services**, and **nutrition and hunger services**. **Personal finances** came in a close fourth for this group, with only two fewer responses than nutrition and hunger services.

The next set of survey questions asked respondents to pick the two most needed services for the categories of senior and disabled citizens, youth, employment, housing and homelessness, and personal finances.

Respondents identified **health services** (281 responses), **transportation** (273 responses), and **home care** (251 responses) as the most needed services for senior and disabled citizens. The results were the same when filtering to include only those whose annual household income is less than \$15,000. The following graph represents all responses to this question.

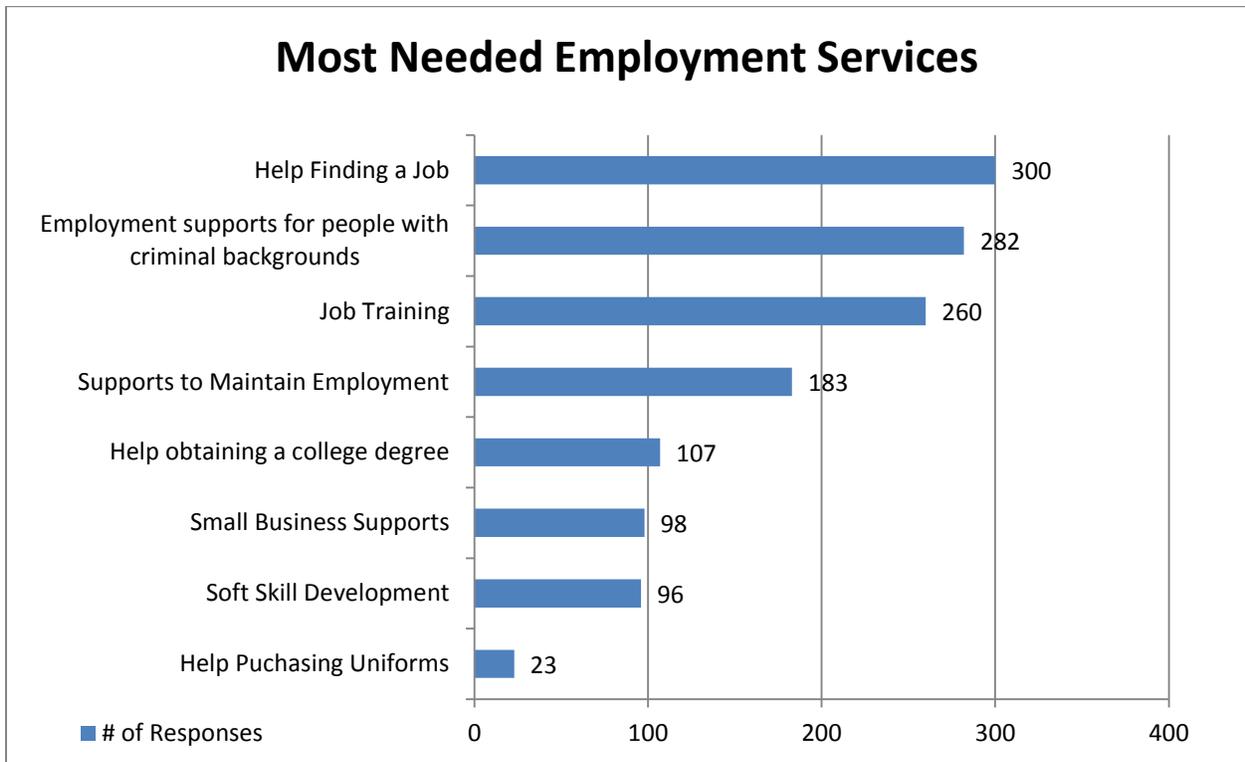


The most needed services identified for youth were **violence prevention** (279 responses), **before and after school programs** (215 responses), and **supportive role models** (200 responses). The following graph represents all responses to this question.

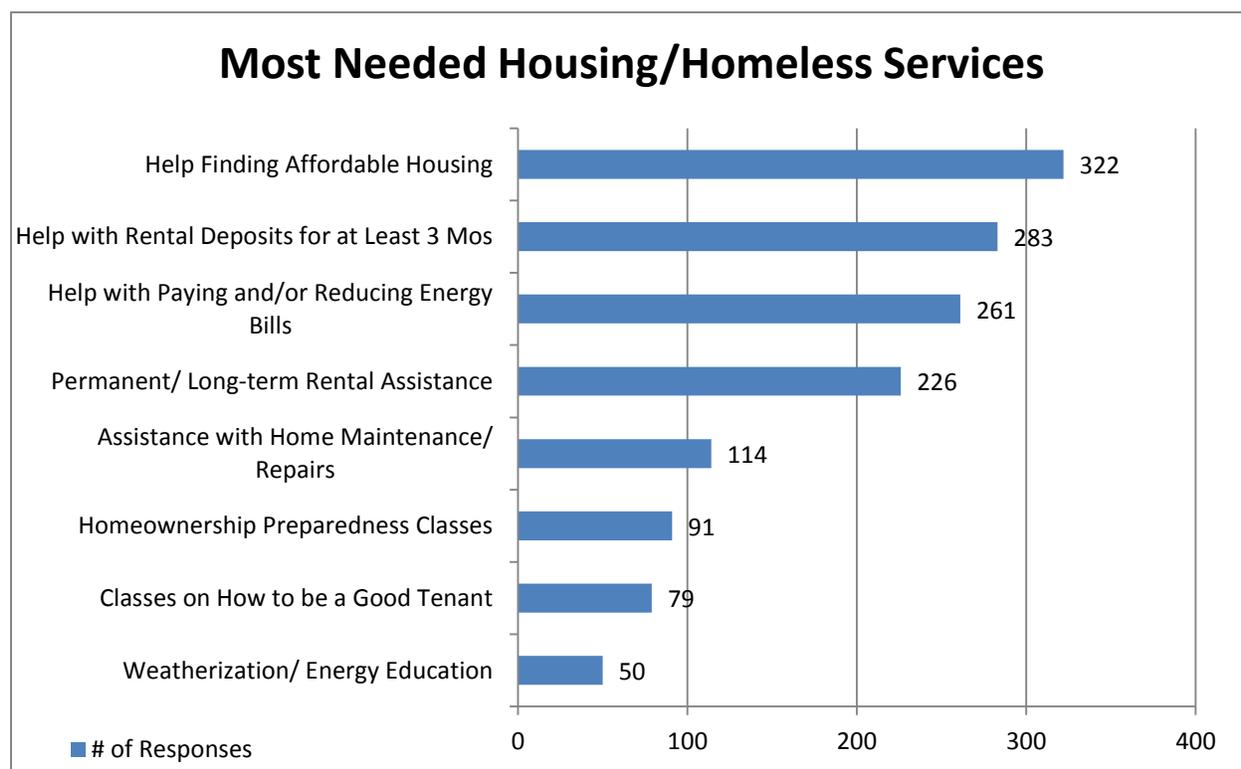


When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three categories were **violence prevention**, **job opportunities**, and **teen pregnancy prevention**.

The most needed services identified for employment were **help finding a job** (300 responses), **employment supports for people with criminal backgrounds** (282 responses), and **job training** (260 responses). The results were the same when filtering to include only those whose annual household income is less than \$15,000. The following graph represents all responses to this question.

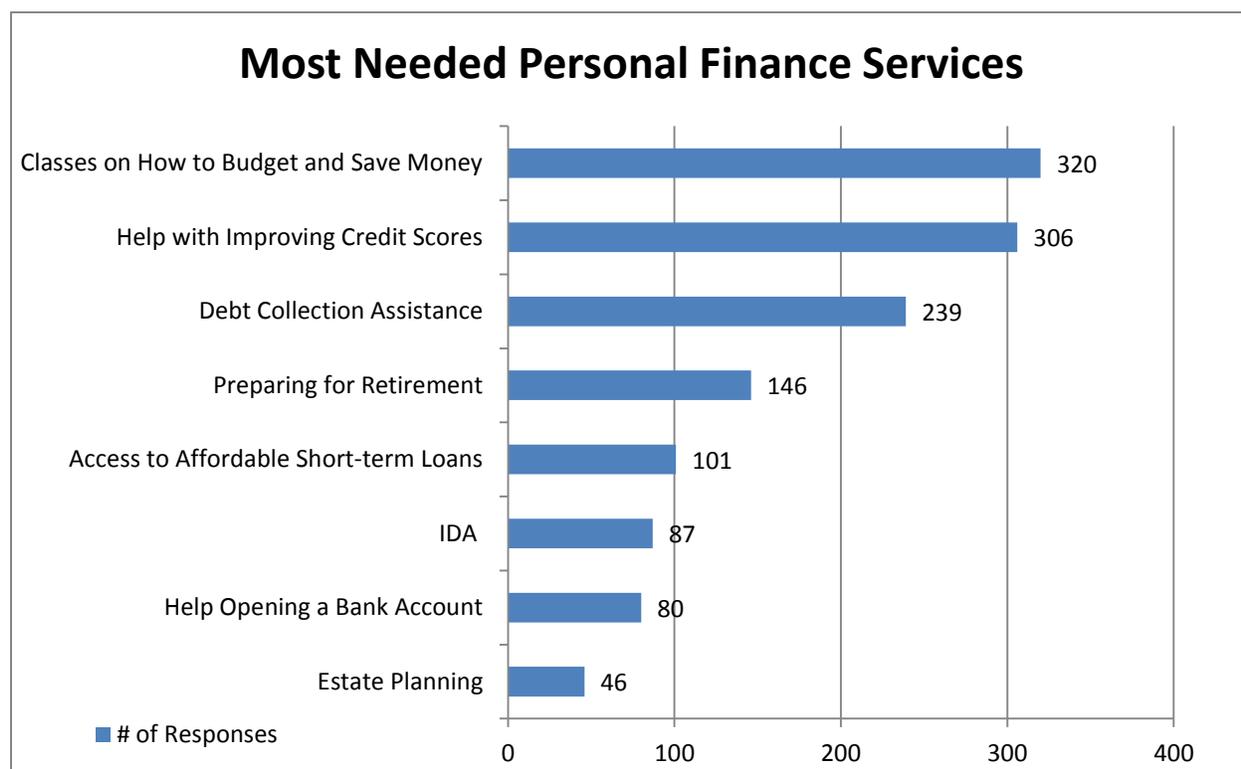


The most needed housing services identified were **help finding affordable housing** (322 responses), **help with rental deposits or rent for at least 3 months** (283 responses), and **help paying or reducing utility bills** (261 responses). The following graph represents all responses to this question.



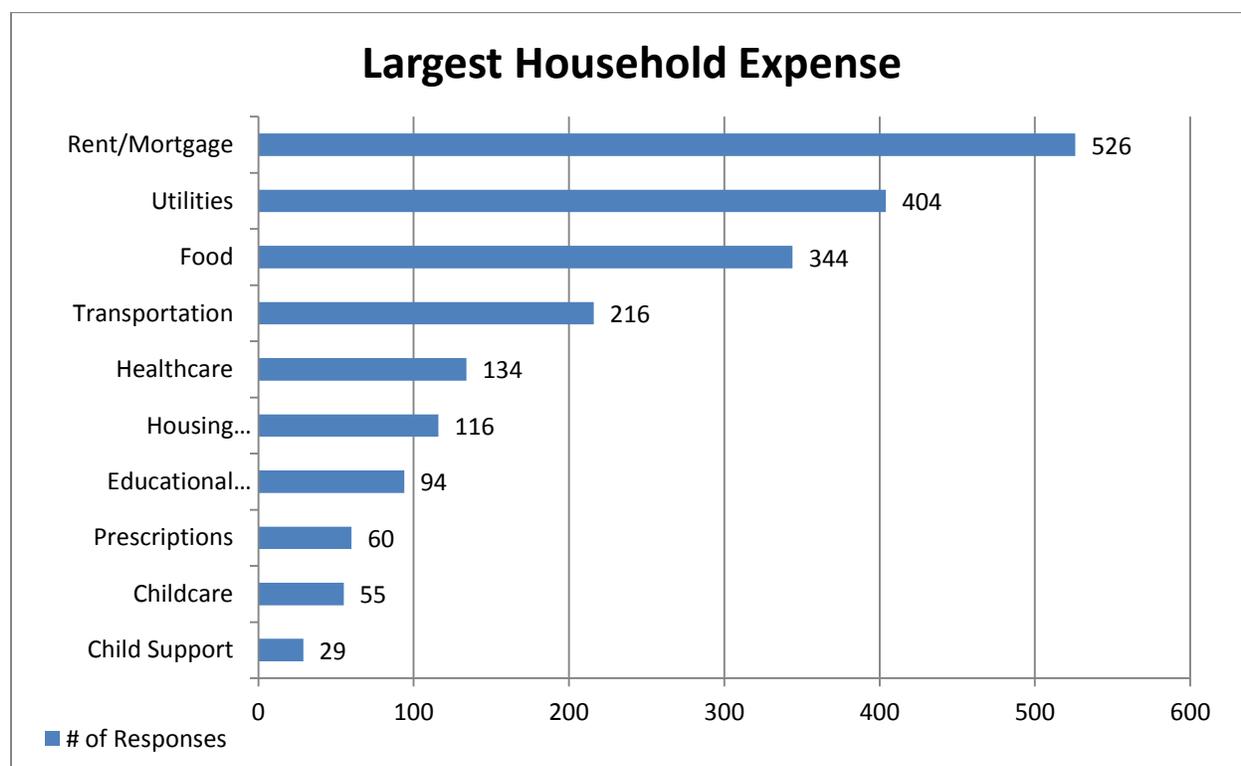
When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three categories remained the same but switched order to **help with rental deposits or rent for at least three months**, **help with paying or reducing utility bills**, and **help with finding affordable housing**.

The most needed personal finances services identified were **classes on how to budget and save money** (320 responses), **help with improving credit scores** (306 responses), and **debt collection assistance** (239 responses). The following graph represents all responses to this question.

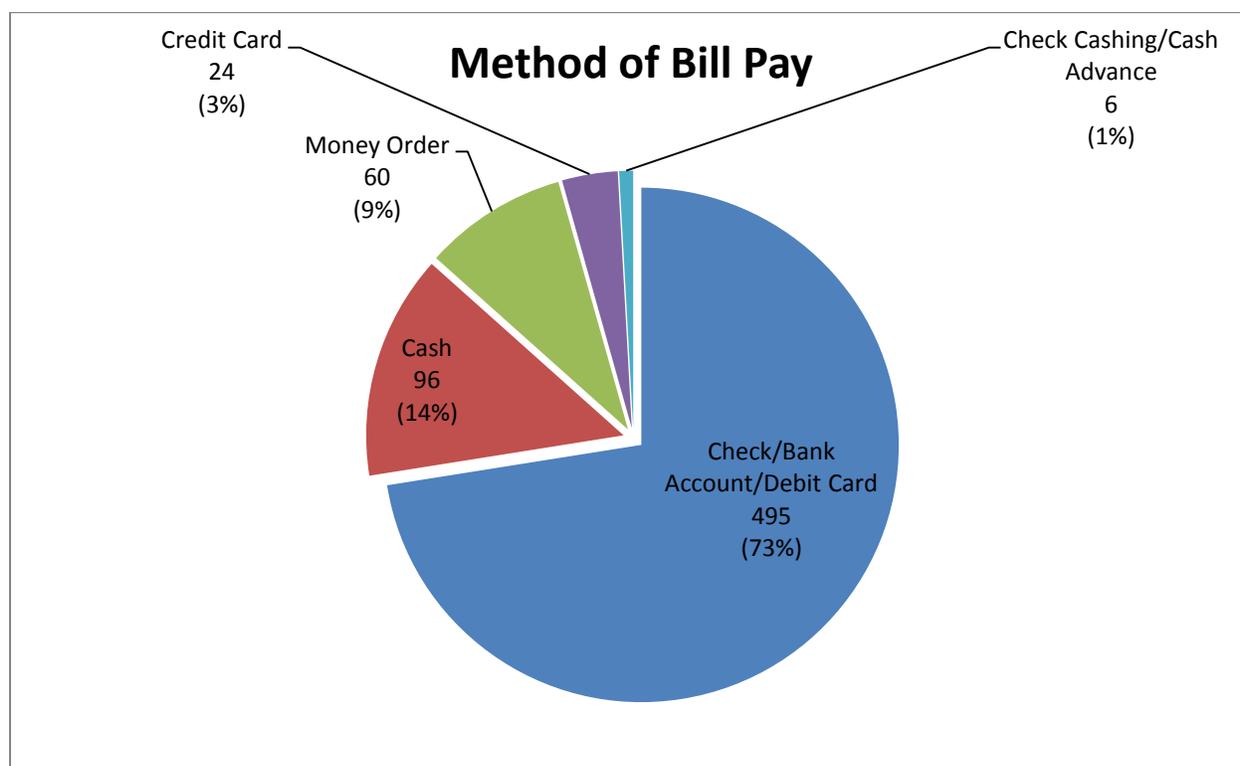


When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three categories were **help with improving credit scores**, **debt collection assistance**, and **preparing for retirement**. **Classes on how to budget and save money** came in a close fourth with only one less response than preparing for retirement.

The assessment also asked respondents to identify their top three household expenses. Rent or mortgage (526 responses), utilities (404 responses), and food (344 responses) were identified as the top three household expenses. The results were the same when filtering to include only those whose annual household income is less than \$15,000. The following chart displays all responses to this question.



The final question of the survey asked respondents to identify the method they use most often to pay their bills. Check/banking account/debit card was the most identified method, with 498 respondents or 73% using this method. Cash was the second-most identified method, with 14% of respondents. The remaining 13% of respondents listed check cashing/cash advance, credit card, and money order as their primary method of bill pay.



**Open-Ended Responses.** The online version of the community needs assessment also provided respondents an opportunity to answer seven open-ended questions related to LMCS programming. In total, 900 responses were collected to the seven questions, with an average of 128 answers per question.

The first question asked respondents to identify programs they had partnered with within LMCS. The most often listed programs were actually other community-based programs (such as YMCA, Urban League, etc.) not within LMCS. The most commonly identified LMCS program was LIHEAP.

The second question asked respondents to identify the greatest needs in the community and issues LMCS should address. The largest themes from responses to this question were

housing and homelessness needs, youth, employment, education, and personal finances. This follows the results of the closed-ended question on community needs except for the high ranking of the focus on education.

The next question asked respondents to identify what LMCS and its partners do well. The most common responses to this question were aspects of non-LMCS programming (listed JCPS, Urban League, etc.), collaboration, communication, and outreach, nothing, housing and homelessness services, and LIHEAP and other safety-net services.

Respondents were then asked to identify what was not working or what was inefficient in LMCS services. Respondents listed factors related to programming design such as duplication and providing handouts, housing and homelessness services, providing information and access to the public, and aspects of non-LMCS programming.

When asked what barriers existed to addressing priority areas, respondents identified lack of or the allocation of resources (including staffing), program management, communication and collaboration, and issues of client access. Lack of and the improper allocation of resources was the most commonly identified barrier, receiving double the number responses from the second most common response of program management.

The following question focused on what LMCS could do to break down the barriers identified in the previous question. Respondents listed improving communication and transparency, improving access to services, providing more or better allocating resources, improving staffing, and strengthening collaboration as ways to address named barriers.

The next question asked respondents what their vision was for LMCS over the next five years. The responses included serving as a coordinator, funder, trainer, and advocate, adopting a holistic and supportive delivery model, focusing on long-term success of clients and the community, generating more community involvement, input, and communication, and improving access and service delivery.

The final question gave respondents an opportunity to add anything else they felt was important for LMCS to consider in its planning process. Respondents identified program management considerations (such as creating accountability for recipients of benefits and making programs accessible for the working poor), improving advocacy, communication, and mobilization of the community on key issues, providing services to vulnerable populations,

focusing on housing and homeless services as a priority, and improving feedback mechanisms as key areas LMCS should consider while planning.

To review the complete results of the community needs assessment survey, including demographics of respondents, please see Appendix A.

**Client Focus Groups.** As part of the CSBG planning and program evaluation processes, LMCS sought feedback from participants of CSBG programs. Two focus groups were held in the community to collect this information. The groups were conducted by an intern from Spaulding University studying for her master's in social work to prevent any bias and help participants feel comfortable sharing their opinions. A random sampling design was chosen from clients who had received CSBG services since the beginning of the fiscal year. Sessions were held on March 7<sup>th</sup> and March 8<sup>th</sup>, 2015 at Home of the Innocence and the main library branch. The programs represented included job training, income management, college scholarship, and senior nutrition transportation. The major themes of the two groups were:

- Better community awareness of agency programs is needed, especially in the foreign community
- Improve communication and collaboration with agency partners, the public, and clients
- Improve agency programming to better prepare a client for what happens after programming ends
- Workers are helpful, compassionate, and responsive
- Develop holistic service-delivery model
- Include transitional services and services to help people prepare for self-sufficiency programs
- Focus on youth, education, and long-term success

Complete notes from the client focus groups can be found in Appendix A.

**Employee Planning Session.** LMCS held a CSBG staff planning session on March 18, 2015 to gather input from frontline employees on common client barriers, ideas to improve services, and agency priorities. The session was attended by all available direct service staff and program supervisors.

The first prompt for staff to consider was what common barriers do clients experience while working towards identified goals and self-sufficiency. Staff identified client feelings on making changes in their lives, housing, transportation (especially for those who rely on public transportation), legal matters, education, insufficient income, insufficient employment, the cliff effect of benefits decreasing disproportionately as clients become self-sufficient, interpersonal relationship issues, limited English proficiency, and inadequate youth services as barriers to client success.

The second discussion topic focused on strategies to strengthen CSBG services provided to clients. Staff identified improved training, improved public relations and advertisement of services, improved program design to focus on long-term results, investment in evidence-based practices, improved services for limited English proficiency clients, providing transitional services to help clients get ready to enroll in self-sufficiency programming, and improving cross-function on the team as methods to strengthen services.

The last portion of the session asked staff to think about what should be priorities for CSBG programming in fiscal year 2016. Staff identified education services, use of evidence-based practices, youth services, housing services, credit building for clients, and improved outreach methods and techniques as priorities for fiscal year 2016 CSBG programming.

Complete notes from the staff planning session can be found in Appendix A.

## **b.) Community Collaboration**

LMCS' needs assessment relied on the support of the larger department and community partners. Neighborhood Place, Foster Grandparents, the Retired and Senior Volunteer Program, the Office of Aging and Disabled Citizens, and the Office for Women helped to distribute the assessment either via their listservs or by collecting paper surveys in their locations. Other partners also supported the assessment efforts by posting links to the on-line version of the assessments on their Facebook accounts and via their listservs. LMCS also partnered with Spalding University, Louisville Free Public Library, and Home of the Innocence to implement client focus groups.

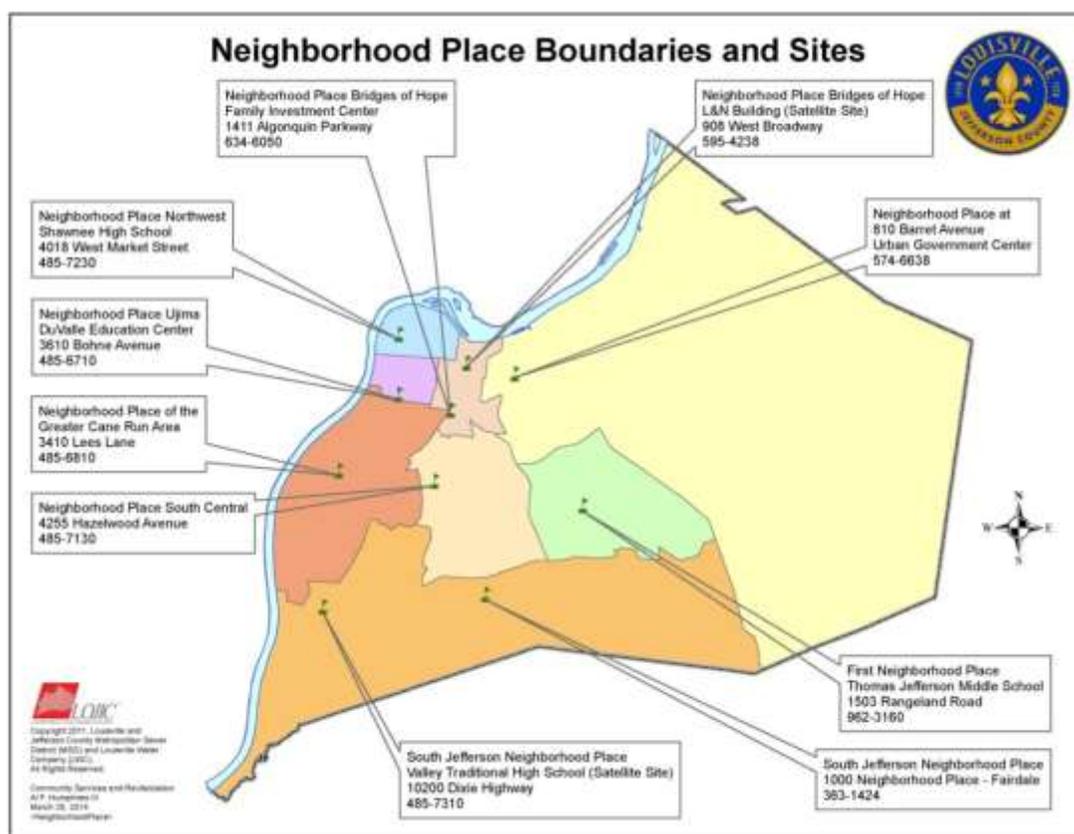
**c.) Community Strengths, Needs and Services**

One of Louisville Metro's greatest strengths is that many of the services agencies work in collaboration to address many of the core issues surrounding poverty including financial security, education, job training, employment opportunities, safe and affordable housing, and access to medical and mental health services. As dwindling funding threatens the good work of service providers around the Louisville Metro area, collaboration and collective impact models will become increasingly important to meeting the needs of Louisville residents. Louisville Metro Government, and the Department of Community Services specifically services as the lead coordination agency for non-profit organization collaboration as it relates to local funding resources for youth, homeless prevention, and poverty reduction.

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i.) **Services having measurable impact and potentially major impact on causes of poverty**

LMCS' Neighborhood Place is a partnership of public and non-profit organizations that have come together to create a network of community-based one-stop service centers. The purpose is to provide blended and accessible health, education, employment, and human services that support children and families in their progress toward self-sufficiency. Neighborhood Place has the presence and reputation in the community of providing comprehensive case management, coordination of services, and referrals for clients with the flexibility to change with community needs.



Additionally, LMCS funds non-profit agencies through a competitive grant process that focus on education, employment, housing stability, and youth achievement annually. Each grantee is required to provide a quarterly report of demonstrated outcomes and achievements for each population served.

## **ii.) Existing and Continuing Community Services to Assist Low-Income Individuals**

### **1) Employment**

Employment support services in Louisville Metro/Jefferson County outside of LMCS services include Jefferson County Public Schools Career Assessment Center, Jefferson County Public Schools Workforce Services, Kentucky Office for Employment and Training, KentuckianaWorks, Louisville Urban League, Jewish Family & Vocational Services, Catholic Charities, Kentucky Refugee Ministries, Project One, and Wesley House Community Services. Programs providing employment supports for persons with disabilities include Career Visions, Center for Accessible Living, Goodwill Industries, Harbor House, and Kentucky Department of Vocational Rehabilitation. For seniors is the AARP Senior Community Service Employment Program. Seniors are also served by a multitude of other agencies including ElderServe, KIPDA and LMCS' Foster Grandparent Program which provides stipends for income-eligible seniors.

The Louisville community lacks substantial programs to provide employment supports for people with criminal backgrounds. One new service attempting to bridge that gap is New Legacy Reentry Corporation. New Legacy is a faith-based non-profit organization providing comprehensive services, including job training and employment placement to those transitioning back to the community. However, New Legacy is just one organization and cannot meet the entire need in the Louisville community. Although transitional housing for those exiting the criminal justice system typically requires employment and employment search, these services are overburdened and also do not have the capacity to meet the need within the community. These services also do not address those who are not transitioning from jail or prison. This is a critical gap in our community that LMCS has worked on in 2015 and will continue to work on in 2016.

### **2) Education**

Educational services and supports for adults are provided by a multitude of organizations which includes Jefferson County Public School System, Jefferson County Technical and Community College, Goodwill Industries of Kentucky, 55,000 Degrees Campaign, Graduate Greater Louisville: GED to PhD, and Family Scholar House.

With nearly 20 institutions of higher education in the Louisville area, Louisville Metro Government has made a significant commitment and investment in increasing the number of college graduates in the community. Louisville students start college in substantial numbers, but

too many drop out before completion due to personal and financial hardships. Providing adult education scholarships has proven to be successful in assisting people complete degrees and improve employment opportunities.

Early educational services are provided by the Jefferson County Public School (JCPS) system, the Archdiocese of Louisville, and a host of private and parochial schools. Through JCPS 52 sites and 132 classrooms serve nearly 2,000 families through the Head Start and Early Head Start programs. These programs often have wait lists and not all children who apply qualify or receive placements that will work for their families, thus creating a need for affordable, accessible, and high-quality preschool opportunities for low-income families.

LMCS seeks to support income-eligible families seeking to enroll children in early education programs and individuals and parents seeking degree completion. A partner in this effort is Family Scholar House. Family Scholar House seeks to end poverty by supporting single-parent students while they earn their four-year college degree. LMCS will continue providing and receiving referrals to and from Family Scholar House for eligible students and continue growing our partnership in fiscal year 2016.

### **3) Financial Literacy, Education and Empowerment**

LMCS' Advocacy and Empowerment division works to increase financial capacity for families and individuals, promote and support microbusiness development, and build community capacity to integrate financial empowerment and asset-building across the service continuum.

LMCS provides leadership in the Bank On Louisville (BOL) initiative bringing together an innovative partnership from private, public, and community sectors with the goal of giving low and moderate income citizens the opportunity to achieve financial stability. The network of partners strive to offer everyone a chance to open a bank account, even if they have had a poor relationship with a bank in the past, have a bad credit history, or never had an account before. This partnership also connects individuals with free classes and services that can help them make the most of their money and better financial decisions. Partners include BB&T Bank, Chase Bank, Central Bank, Autotruck Financial Credit Union, Eclipse Bank, First Federal Savings Bank, Kentucky Telco Credit Union, Woodforest Bank, Commonwealth Bank and Trust, Fifth Third Bank, First Capital Bank of Kentucky, L&N Federal Credit Union, Old National Bank, Park Community Federal Credit Union, PNC Bank, Republic Bank, and Your Community Bank.

LMCS also administers the Microbusiness Program. The microbusiness program helps low and moderate income business owners with starting and growing small businesses. A microbusiness employs five or fewer people, including the owner. The program includes training, technical assistance and an opportunity to apply for a 0% to 4% interest loan.

LMCS works to increase the capacity of service providers to integrate financial empowerment across the service continuum by providing training to other service providers, supporting partnerships, and providing financial education classes in the community. LMCS also coordinates the Financial Empowerment Services Center, which brings a vast array of financial services to LMCS' main location for easy access for the community. Community members can schedule one-on-one appointments with partners including Apprisen, KYnect, Legal Aid, Louisville Asset Building Coalition, and Louisville Urban League.

Apprisen and Louisville Urban League provide free budget counseling and debt management assistance to help those with debt problems avoid bankruptcy; services include debt consolidation, developing repayment plans, and personal budget counseling to avoid future problems. GuardiaCare provides Payee and Guardianship Services which are daily money management services and court-appointed fiduciary services for individuals who are elderly, disabled, or homeless and cannot handle their own finances.

Louisville Asset Building Coalition (LABC) offers credit building, debt management and financial education. LABC also coordinates the Volunteer Income Tax Assistance (VITA) program. They train volunteers, including retired tax professionals and senior volunteers, to offer free tax preparation in neighborhood locations for low-income individuals. For the last several years LMCS has assisted with outreach and advertisement of VITA services, even hosting VITA sites throughout the city. LMCS will continue this commitment in fiscal year 2016.

#### **4) Housing and Homelessness Prevention**

LMCS provides direct services and funding to support the efforts of reducing homelessness. LMCS provides housing and supportive services to the homeless through the Long-Term Housing and Support Team and the Federal Grants Management Unit. The Long Term Housing and Support Team uses multiple Federal HUD grants to provide the homeless and disabled with on-going Permanent Supportive Housing. Program participants receive on-going supportive service assistance as a stipulation of LMCS' continued rental assistance provision.

Case managers work with participants to set annual service and financial goals, which can lead to self-sufficiency. In addition, the Community Services' Administration Division provides nearly \$3,000,000 to local non-profit agencies for emergency shelter services, homeless street outreach, and homeless case management services through the Federal Emergency Solutions Grant (ESG) Housing Opportunities for Persons with AIDS (HOPWA) grant, Continuum of Care (CoC grant) and the Federal Community Development Block Grant (CDBG).

There is an extensive consortium of service providers whose clients are either experiencing homelessness or at high-risk of experiencing homelessness. The Coalition for the Homeless is the administrator for the Louisville Continuum of Care (CoC). The CoC provides the coordination of grant application, grant administration, grant compliance and monitoring, data collection, service coordination, and continuity at intake and referral for homeless service among other functions for the providers in Louisville. LMCS is represented on the Advisory Board and in monthly CoC meetings. LMCS also supports the work of Family Health Centers-Phoenix and Seven Counties Services to provide outreach and medical and mental health services to homeless individuals and families.

Other agencies providing housing services in partnership with LMCS include: Kentucky Housing Corporation; Louisville Metro Housing Authority (LMHA); The Housing Partnership, Inc.; New Directions Housing Corporation; River City Housing; Louisville Urban League/REBOUND; The Society of St. Vincent de Paul; House of Ruth; Wayside Christian Mission; Salvation Army; Volunteers of America-Kentucky; Wellspring; Family Scholar House; the Center for Women and Families; YMCA; Kentucky Refugee Ministries; St. John Center for Homeless Men; Bridgehaven; and Family and Children's Place. LMHA is represented on LMCAP's tripartite board.

As evidenced by the community needs assessment, housing and homeless services are a priority in the Louisville community. A large part of the housing problem in Louisville is due to a shortage of affordable housing coupled with a long wait list for Section 8 and other housing subsidies. LMCS will continue using its Housing and Urban Development funds to support reducing homelessness efforts. LMCS will also continue providing housing supports to agency clients engaged in case-managed programs to minimize this burden on households working towards self-sufficiency.

## **5) Emergency Services**

There are numerous public and private institutions addressing the emergency needs of Louisville Metro residents. Within LMCS, LIHEAP subsidy and crisis programs provide emergency energy assistance to an estimated 20,000 households annually.

Emergency financial assistance is available through Neighborhood Place, Community Ministries, and local churches. Generally, citizens are eligible for assistance one time annually. Fifteen community ministries serving Jefferson County provide emergency financial assistance to those in need of rental and utility payments, prescription drugs, and emergency food and clothing.

Emergency shelter is available through a network of agencies including Salvation Army, Wayside Christian Mission, Center for Women and Families, St. Vincent DePaul, YMCA Safe Place, and the Home of the Innocents. Resources are also available to provide shelter to those fleeing domestic violence.

Dare to Care Food Bank supplies emergency food boxes to area residents through a network of 30 neighborhood distribution centers, one of which is operated by LMCAP at its Newburg location. Many area churches also distribute emergency food.

## **6) Nutrition**

Youth in Louisville Metro/Jefferson County have substantial need for nutritious meals outside of school. Dare to Care Food Bank operates 13 Kid's Cafes which provide more than 98,000 evening meals per year to children in need. In addition to this, LMCS and Dare to Care have partnered with Louisville Metro Parks Community Centers to provide the CHAMPS program, effectively expanding after school meals to six additional community centers in conjunction with enrichment activities for youth.

LMCS also administers the Summer Food Service Program. The Summer Food Service Program (SFSP), funded by the U.S. Department of Agriculture and the Division of School and Community Nutrition with the Kentucky Department of Education, provides free, nutritious meals for children one (1) to 18 years of age in Jefferson County during the summer when school is not in session.

Dare to Care distributes approximately 14 million pounds of food to residents each year in partnership with more than 300 local agencies, including LMCS. More than 192,000 people per

year are provided with food from Dare to Care Food Bank. The Dare to Care program operates a commodity and emergency food assistance program for households in crisis. Commodities and emergency food can be accessed at Dare to Care Food Bank locations, including the Newburg Community Center and Neighborhood Place.

The Senior Nutrition Program, administered by LMCS, provides nutritional lunchtime meals to active senior citizens at Congregate Meal Sites and through a system of volunteers delivers to homebound seniors through the Meals on Wheels Program throughout the Louisville Metro area. These programs help to improve the lives of older adults by supporting good nutritional health and promoting their independence and well-being. Meals on Wheels and Congregate Meal sites serve approximately 500 nutritious meals daily to homebound and active seniors respectively.

#### **7) Community and Civic Participation**

LMCS relies on countless volunteers in Jefferson County to maximize impact and bring needed services to community members. Services and programs designed to increase community and civic participation include Foster Grandparents Program, Retired and Senior Volunteer Program (RSVP), AmeriCorps, Habitat for Humanity, and Metro United Way. Louisville Metro Government also sponsors Give a Day: Mayor's Week of Service which calls on citizens to donate their time to the Louisville Metro community. Last year's Week of Service resulted in 150,000 volunteers and acts of compassion around the city.

LMCS encourages civic participation in the administration of its programs through its tripartite board, Neighborhood Place Community Councils, Veterans Community Alliance of Louisville, and community feedback opportunities such as the community needs assessment. LMCS uses various listservs and social media to engage with citizens on important issues and support advocacy efforts. LMCS intends to grow its engagement opportunities and ways to engage citizens in the administration of its programs in the coming year.

#### **8) Long-Term Self-Sufficiency Programs**

Currently, LMCS works with families and individuals in the community to achieve self-sufficiency by providing information and referral, crisis intervention, and direct services including housing and supportive services like case management. The goal is to be a "one-stop-

shop” to help families address multiple barriers to self-sufficiency by assessing their situations as a whole, then linking the family to available departmental or community services and resources.

Louisville Metro Housing Authority has a self-sufficiency program providing intensive case management services to residents living in public or subsidized housing to accomplish long-term goals and develop knowledge about income management, homeownership, job skills, and parenting skills. LMCS will leverage Louisville Metro Housing Authority’s position on the tripartite board as a resource of knowledge and best-practices for self-sufficiency services.

As previously discussed, Family Scholar House is a community leader in long-term self-sufficiency programming by providing supports to single-parent households completing a four year college degree. The services offered are comprehensive in nature to include housing, child development, financial counseling and education, career planning and family development.

Although these resources exist in the community, they do not fit everyone’s circumstances or address everyone’s need. Thus, long-term self-sufficiency programs were identified as a top community need in the needs assessment. LMCS will seek to fill this gap by enhancing its holistic case management model and providing self-sufficiency programming to individuals and families in employment, education, and housing programming, and also to youth and veteran populations.

## **9) Emergency Health Services**

Louisville Metro has several programs to ensure the provision of emergent and preventive healthcare including Louisville Metro Department of Public Health and Wellness, Family Health Centers, Inc., and Phoenix Health Centers. Family Health Centers (FHC) is a non-profit healthcare organization created to ensure that all families in Jefferson County have access to medical treatment, whether or not they have the ability to pay for services. Services are available for anyone in need of care. Phoenix Health Center is a non-profit medical facility that provides medical treatment and prescription assistance to individuals who are homeless.

University of Louisville Hospital (ULH) has a long-term funding commitment for hospital care of the medically indigent through the Quality Care Trust Fund and financial support from the University Of Louisville School Of Medicine. ULH provides a full range of diagnostic, therapeutic, emergency, and surgical services. It is Kentucky's only Level One Trauma Center and has a 24-hour helicopter emergency medical service. Kosair Children’s Hospital has a 24-

Hour Emergency Department **and** is the region's only trauma center offering equipment and facilities geared to young patients. Kid's Express is a special area within the emergency department able to treat non-critical illnesses or injuries with less delay. "Just for Kids" Critical Care Center is able to treat the most seriously ill and injured children. Kosair Children's Hospital has the Office of Child Advocacy. Kentucky Regional Poison Center offers comprehensive poison information and a toll free hot line.

KYnect provides services directly related to connecting uninsured families and individuals to appropriate and affordable healthcare coverage – helping to identify payment assistance needs or the availability of special discounts. They also help individuals apply for Medicaid and the Kentucky Children's Health Insurance Program. KYnect services are available within LMCS.

### **iii.) Linkages between Government and Other Social Programs**

LMCS' extensive coordination and linkages with government and other social programs ensure the effective delivery and reduced risk of duplication of services. In fiscal year 2016, LMCS plans to evaluate its linkages, focusing on creating quality, engaged relationships and identifying and eliminating gaps to better serve the low-income community. LMCS collaborates with the following agencies and/or forums: 41st Steet Family Care Center; Active Adult Day Breckenridge; Affordable Energy Corporation; American Red Cross; Americana Community Center; Anitoch Baptist Church; Apprisen; Baptist Health; Beargrass Christian Church; Beechmont Community Center; Big Brothers/Big Sisters of Kentuckiana; Bilancia LLC; Bridgehaven; Buechel Park Baptist Church; Calvary Missionary Baptist Church; CASA; Cathedral of the Assumption; Catholic Charities; Catholic Enrichment Center; Center for Nonprofit Excellence; Center for Women and Families; Christ Lutheran Church; Coalition for the Homeless; Community Connection Resource Center; Community Ventures Corporation; Council on Developmental Disabilities; Crescent Hill Baptist Church; Cyril Allgier Community Center; Dare to Care; Down Syndrome of Louisville; Dreams with Wings; Dress for Success; E.C.H.O.; ElderServe; Family and Children First; Family and Children's Place; Family Scholar House; Father Maloney's Boys and Girls Haven; FEAT; First Virginia Ave Baptist Church; Friends at Ostimates Worldwide; Fulton 180; Good Samaritan Center; Green Hill Therapy; Habitat for Humanity; Harbour House; Healing Place; Hillebrand House; Home of the Innocence; House of Prayers Ministries; House of Ruth; Jefferson County Public Schools;

Jewish Community Center; Jewish Family and Career Services; Junior Achievement of KY; Kentucky Cabinet for Health & Family Services; Kentucky Department of Veterans Affairs; Kentucky Refugee Ministries; KIPDA; KY Small Business Development Center; Legal Aid Society; Lighthouse Promise Community Center; Louisville Free Public Library; Louisville Metro Housing Authority; Louisville Metro Parks; Louisville Metro Public Health and Wellness; Louisville SCORE; Louisville Urban League; Maryhurst; Metro Housing Resource Center; Metro United Way; Metropolitan Housing Coalition; Nazareth Home; Neighborhood House; New Directions; New Roots; Newburg Community Center; Newburg JB Sutherland Center; Options for Individuals; Peace Presbyterian; Portland Memorial Baptist Church; Potter's House Cable Baptist Church; Prodigal Ministries; Project Warm; Quinn Chapel AME Church; Saint Joseph Children's Home; Salvation Army; School Choice Scholarships; Schuhmann Social Service Center; SeniorCare Experts; Shawnee Arts & Cultural Center; Sister Visitor Center; South Louisville Community Center; St Martin dePorres Church; St Vincent de Paul; Stoner Memorial Church; The Arthur Kling Center; TRIAD; Union Missionary Baptist Church; Uspiritus; Veterans Administration; Volunteers of America; Wesley House; West Beuchel Community Center; Wheels; Word of Faith Church of Deliverance and YMCA of Greater Louisville.

**iv.) Private Sector Activities to Alleviate Poverty**

Among private partners in the community, local banks are some of the private entities helping to protect the assets of low-income individuals as well as provide affordable lending tools to maintain and acquire safe and affordable housing. Some of those banks are part of the Bank On Louisville movement that provides outreach and services to the unbanked. Over the course of a working lifetime, a wage earner using alternative financial services will pay \$40,000 in transaction fees related to cash checking, money orders, etc. that would otherwise be available for other purposes and long-term financial stability. Retail investments are often heavily tied to credit card and checking account transactions within a geographic area, which will lead to new economic opportunities for individuals and the neighborhoods in which they reside. Financial institutions partnered with include Autotruck Financial Credit Union; Central Bank of Jefferson County; Chase Bank; Commonwealth Bank and Trust; Eclipse Bank; Federal Reserve Bank of St. Louis; Fifth Third Bank; First Capital Bank of Kentucky; First Federal Savings Bank;

Jefferson County Federal Credit Union; KY Telco; L&N Federal Credit Union; Mainsource Bank; Old National Bank; Park Community Bank; PBI Bank; PNC Bank; Republic Bank; US Bank; Woodforest National Bank; and Your Community Bank.

**v.) Economic Development Activities to Assist Low-Income Individuals**

LMCS is committed to economic development in the Louisville Metro area. The Advocacy and Empowerment division leads microenterprise efforts in LMCS. Primary activities in this category include job creation, job training and placement, outreach and technical assistance to develop microenterprises, and microenterprise loans. Microenterprise development is a beneficial strategy to individual entrepreneurs and the community by promoting economic development and employment opportunities in low-income areas. LMCS is the lead agency for microenterprise development activities for low and moderate income entrepreneurs.

LMCS staff conducts outreach to identify potential micro-enterprise participants, provides them with technical assistance to create business plans, exposes participants to financing options and requirements, and assist them in finding micro-enterprise loans. Loans are made with a relatively small investment of Community Development Block Grant funds that: 1) leverage other resources; 2) provide gap financing keeping a project moving forward; 3) support local business ownership; 4) revitalize neighborhoods; or 5) create, retain or expand micro-enterprises to increase tax revenue and sustain local services.

The Advocacy and Empowerment division has worked to develop its economic development partner network to better serve low and moderate income entrepreneurs across the spectrum. Partners include Louisville Metro Economic Growth and Innovation, Community Ventures Corporation, Navigate Enterprise Center (A division of Jewish Family and Career Services), Small Business Administration, Women's Business Center of Kentucky, Louisville Free Public Library, Louisville Small Business Development Center, SCORE, Small Business and Entrepreneurship Center at Jefferson Community and Technical College, LaunchIt Startup Program at Nucleus, and Community Action of Southern Indiana.

**vi.) Compliance with Equal Opportunity Legislation**

LMCS, as a department of Louisville Metro Government, will not discriminate on the basis of age, religion, color, disability, national origin, race, sex, veteran status, sexual orientation, gender identity, or political opinion in its employment practices, educational programs, services, or activities. Equal opportunities are promoted as an integral part of policy and practice. LMCS will comply with nondiscrimination policies as written in the Louisville Metro Personnel Policies handbook. In Metro Louisville, many organizations help educate the public on equal opportunity matters and enforcement of Equal Opportunity regulations. Some of these organizations include: Louisville Metro Human Relations Commission, Louisville Metro Department of Human Resources, Legal Aid, Louisville Urban League, and the Kentucky Commission on Human Rights. In addition, numerous groups advocate on behalf of people with disabilities, immigrants and refugees, the elderly, children, and gays and lesbians in Jefferson County. LMCS staff is knowledgeable about the community resources stated above, and will make referrals as needed. Equal opportunity legislation and regulations are posted at each of our locations.

#### d. Prioritized Services Funded by CSBG

##### Prioritizing Services

To set CSBG service priorities, LMCS reviewed the community needs assessment, feedback from client and employee focus groups, the agency's strategic plan, and considered which priorities of the department were best suited for CSBG funding. LMCS considered each of its funding sources and funding availability when assigning funding to priority areas, as each funding source has its purpose and limitations. LMCS carefully considered these purposes and limitations when preparing its strategy for fiscal year 2016. Below is a listing of funding priorities and what funding will be used to support the initiative.

##### Priority Area Funding Sources

| Priority  | Funding Source  |
|---|---|
| Housing and Homelessness Services                   | CDBG; Emergency Solutions Grant; Continuum of Care; HOPWA |
| Youth Services                                      | Locally controlled funds; CSBG                            |
| Employment, Training, and Education                 | CSBG; Locally controlled funds                            |
| Services for Senior and Disabled Citizens           | Locally controlled funds; KIPDA                           |
| Nutrition   | State USDA Funds; KIPDA; National League of Cities        |
| Personal Finances                                   | Bank On Louisville; National League of Cities; CSBG       |
| Self-Sufficiency Supportive Services                | CSBG; CDBG; Locally controlled funds                      |
| Improve service access, outreach, and communication | CSBG; Locally controlled funds                            |

**LMCS ranked CSBG service categories as follows for fiscal year 2016:**

- 1.) Education
- 2.) Employment
- 3.) Housing
- 4.) Self-Sufficiency
- 5.) Linkages
- 6.) Income Management
- 7.) Nutrition
- 8.) Health
- 9.) Emergency Services

LMCS intends to respond to the needs assessment by focusing on developing holistic programming that prepares participants for long-term success. Higher educational attainment results in higher incomes and lower unemployment rates and thus is the top priority for LMCS in FY 2016. Similarly, living-wage employment is one of the best avenues out of poverty for those who are able to work and so LMCS will also focus on preparing individuals for and helping individuals to obtain employment in high-demand fields. Housing is often a barrier for individuals working towards self-sufficiency and LMCS will work to remove housing barriers within its holistic model. LMCS will not directly address health needs, but will continue to work with partner agencies such as KYnect and the Louisville Metro Health Department to meet the needs of our community. Although emergency services are a necessary safety-net for low-income families, they are not best suited for CSBG funds in our community given the number of other resources available.

**Standard Assessment**

LMCS will revamp the “central intake” program to become the standard assessment in fiscal year 2016 to provide program applicants with a comprehensive and holistic assessment that will identify individual and family needs and appropriate programs within LMCS to meet those needs. LMCS has found that “central intake” created a bottleneck and worked against the idea of “no wrong door” that it was intended to produce. LMCS is revamping the process to enable all program staff to complete the standard assessment with the client at the time of application to identify needed services beyond the presenting problem. This allows the case manager or assigned worker to serve as the liaison for their client to access all department services and bundle available services in a coordinated fashion. Services will cease when the

participant 1) completes identified services, or 2) no longer needs services/meets goals, or 3) fails to follow through with referrals.

### **Comprehensive Family Case Management**

As identified in the needs assessment, Louisville and LMCS lacks a holistic service delivery model that prepares participants for long-term success. LMCS will address this need by retooling our Comprehensive Family Case Management to better identify long-term goals and assess and address family barriers to those goals. LMCS will provide bundled, individualized services to each family to combat their identified barriers to family self-sufficiency. CSBG Comprehensive Family Case Management will be targeted for individuals working towards employment, education, and housing goals. LMCS will also provide Comprehensive Family Case Management focused on youth and veteran populations.

**Intake:** LMCS will complete a standards assessment with each family applying for services in the department and make the appropriate referrals to agency services. Each family referred for comprehensive family case management will have a designated case manager who will help the family identify needs, barriers, and goals. While enrolled, families will be eligible for CSBG supportive services as deemed necessary to meet program goals. At intake, families and case managers will sign a program agreement stipulating the requirements of the program and outlining expectations for participation.

**Termination:** Termination from services will occur if the family violates the terms of the program agreement. Supportive services will also be stopped at that time.

A family may also be terminated from services once successfully completing their goals and service plan. Case managers will reassess the family's needs and either help the family create new goals or terminate the family from services. Case managers will continue to follow up with families as appropriate to track long term outcomes.

## Education

**Preschool Scholarships.** LMCS recognizes that poverty prevention and reduction must include services that address the needs of children growing up in poverty. As documented in the Brigance Kindergarten Screening, low-income neighborhoods tend to have low Kindergarten readiness scores. Thus, low-income children are starting their school careers off at a disadvantage. Too many families with low-incomes cannot afford to send their children to preschools that will ultimately prepare them for school success. In light of this, LMCS will provide scholarships to families with three and four year olds to enroll in a qualified preschool. LMCS will continue to work with preschools that can provide evidence that their program prepares a child for Kindergarten. Scholarships will be awarded on a first-come, first-served basis.

**Intake:** Eligible families will be identified through partner agencies, standard assessment, and through comprehensive family case management programming. Staff will collect all necessary documentation and verify eligibility at their first meeting. Staff will administer a scale assessment to identify if the family qualifies for supportive services. Staff will also work with the family to create a Progress and Achievement plan and sign program agreements stipulating the requirements of the program and outlining expectations for participation.

**Termination:** A family will be terminated from the program if their child does not remain enrolled in the preschool program or if they violate the terms of the program agreement. Supportive services will also be stopped at that time.

When a child successfully completes preschool, verification of preparedness for Kindergarten will be obtained by staff from the preschool. The family will be reassessed for other supports. The case manager will work with the family to enroll the child in a qualified Head Start/pre-school or Kindergarten program for the following school year.

**College Scholarships.** Higher levels of education correlate with higher incomes. Low-income individuals may receive grants but most cannot afford a full degree without taking out loans, especially by the time they have reached their senior year in college. LMCS will provide 30 college scholarships up to \$5,000 each to students who can have a degree conferred before June 30, 2016. Students must have a 2.30 cumulative GPA in order to qualify for the scholarship. Scholarships will be awarded on a first-come, first-served basis. Students will be required to have monthly contact with their case manager to assure continued progress to their goal, and must submit proof of semester or program completion as necessary.

**Intake:** Eligible families will be identified through partner agencies, standard assessment, and through comprehensive family case management programming. Staff will collect all necessary documentation and verify eligibility at their first meeting. Staff will administer a scale assessment to identify if the individual qualifies for supportive services. Staff will also work with the individual to create a Progress and Achievement plan and sign program agreements stipulating the requirements of the program and outlining expectations for participation.

**Termination:** Because tuition assistance is awarded prior to the start of the semester, students are expected to maintain their class schedule and credit hours funded by LMCS. If the student drops courses, LMCS will seek repayment of the scholarship from the school. Supportive services will also be stopped at that time.

When a student completes their college program, staff will obtain verification of completion and reassess the participant for other supports. Employment services will also be made available to the student.

## Employment

**Job Development and Workforce Training.** Helping people obtain specialized, in-demand job skills supports LMCS' mission of helping people become self-sufficient. Providing this training also addresses the identified needs of giving people the tools necessary for self-sufficiency and preparing them for long-term success. LMCS will offer short-term job training to help people of low-income obtain specialized skills needed for employment. Training must be less than one year in length, and the participant must have high school diploma or GED to qualify. LMCS will continue to focus on the ultimate goal of obtaining and maintaining living-wage employment with benefits for graduates by strengthening its job development strategies.

**Intake:** Eligible families will be identified through partner agencies, standard assessment, and through comprehensive family case management programming. Staff will collect all necessary documentation and verify eligibility at their first meeting. Staff will administer a scale assessment to identify if the individual qualifies for supportive services. Staff will also work with the individual to create a Progress and Achievement plan and sign program agreements stipulating the requirements of the program and outlining expectations for participation.

Staff will provide self-development supports prior to training enrollment to ensure the participant is prepared for employment in the selected field. This will include identifying potential employers, preparing a resume, and building interview skills. Once self-development is successfully completed, the participant will enter his or her selected job-training program. The participant must remain in contact with their case manager on a monthly basis.

At the completion of training, staff will provide supports to help the participant obtain and maintain living wage employment in his or her field.

**Termination:** If the participant does not proceed with short-term job training, funds will either not be disbursed to the vendor, be refunded to LMCS, or used as credit with the

vendor for another job development and workforce training participant. Supportive programming supports will also be stopped at that time.

When participants successfully complete training and obtain certification and employment, they will be reassessed for additional supports. Staff will continue to follow up with the participant and obtain verification of continued employment at 90 days, six months, and one year.

## **Housing**

**Rental/Utility Assistance (Supportive Service).** LMCS will provide rental and utility assistance to help families engaged in Comprehensive Family Case Management maintain housing stability while working on self-sufficiency goals. Intake and termination procedures follow the comprehensive family case management policy.

## **Self-Sufficiency**

**Enrichment Scholarships for Youth (Supportive Service).** As identified in the needs assessment, youth need meaningful activities and ways to spend their time outside of school. Youth enrichment programs provide vital opportunities for growth and development to low-income children that they otherwise may not have. Enrichment programs can help children retain learning, improve their academic, social, emotional, or physical skills, and build self-confidence. Out of school time enrichment programs also act as childcare for parents who work or go to school. Recognizing these factors, LMCS will provide scholarships for low-income youth to attend enrichment activities. Scholarships will be made available for families enrolled in comprehensive family case management. Intake and termination procedures follow the applicable case management policy.

**Transportation (Supportive Service).** Transportation is a leading barrier to self-sufficiency. LMCS will provide transportation assistance to those enrolled in comprehensive family case management to remove barriers to self-sufficiency goals. Intake and termination procedures follow the applicable case management policy.

**Childcare (Supportive Service).** Although LMCS is offering preschool scholarships, the slots available will not serve every childcare need for program participants. LMCS will offer childcare assistance to program participants enrolled in comprehensive family case management to remove barriers to identified self-sufficiency goals. Intake and termination procedures follow the applicable case management policy.

**Barrier Funds.** LMCS recognizes that childcare and transportation are not the only barriers to self-sufficiency. Barrier funds can be used to remove common barriers to self-sufficiency including helping program participant's pay the fees associated with obtaining photo identification, birth certificates, clothing and uniforms, expungement fees, and other identified barriers to goals. Intake and termination procedures follow the applicable case management policy.

**Chafee Independent Living Program.** Each year the Chafee Foster Care Independence Program provides \$140 million for independent living services to assist youth as they age out of foster care and enter adulthood. Under this formula grant program, states are provided allocations and allowed to use up to 30 percent of program funds for room and board for youth ages 18 to 21 who have left care. According to the Chafee profile of a typical participant, the youth involved in this program tend to have little to no family or other positive social support. Roughly half of the youth in Kentucky who use the program do not have a GED or High School Diploma, and about 95% of the youth do not have employment when first entering the program.

LMCS has been selected as the subcontractor to administer the Chafee Independent Living Program in Jefferson County. Participation in the Chafee Program will qualify participants for supportive services in CSBG. Intake and termination procedures follow the applicable grant rules and regulations.

## **Income Management**

**Financial Education Classes.** As identified in the needs assessment, financial education classes are one of the most needed services in the category of personal finances or income management. LMCS is incorporating financial education and empowerment techniques into its Comprehensive Family Case Management in fiscal year 2016. LMCS will also offer financial education classes to agency and partner agency clients on how to budget and save money, build credit, and reduce debt.

**Intake:** Eligible families will be identified through partner agencies, standard assessment, and through comprehensive family case management programming. The case manager verifies eligibility and obtains signed program agreements stipulating the requirements of the program and outlining expectations for participation.

**Termination:** An individual will be terminated from the program if they violate the terms of the program agreement.

Termination will also occur when a participant successfully completes the program. The case manager will continue to engage with the participant for up to 90 days to obtain successful budgeting verification. The case manager will also assess the participant for other appropriate services and provide referrals as needed at the time of termination.

## **Nutrition**

**Senior Transportation.** Senior Transportation provides senior citizens monthly bus passes to remove transportation barriers to attending congregate meal sites throughout the city. This access ensures that senior citizens receive nutritious meals, continuing social interaction, and general supports through their senior center. This program is vital to the health and continued wellbeing of the seniors within the Louisville Metro community.

**Intake:** Eligible seniors are identified by the congregate meal site and assessed for services. The staff verifies eligibility and obtains signed program agreements stipulating the requirements of the program and outlining expectations for participation.

**Termination:** An individual will be terminated from the program if they violate the terms of the program agreement.

**Summer Food Service for Children.** The Summer Food Service for Children program, managed by LMCS, is a USDA pass through grant from the Kentucky Department of Education and provides breakfast, lunch, snack, and dinner to low-income children throughout Louisville. The program is administered from June through August by the Crisis Prevention and Assistance staff with CSBG funding for salaries and transportation. Eligible children are identified by Jefferson County Public Schools and Louisville Metro Parks Community Centers.

### **Emergency Services**

**Emergency Assistance.** One-time emergency assistance is made available to those enrolled in Comprehensive Family Case Management. Case managers will provide emergency assistance to participants who are deemed eligible by their program guidelines and who have not received emergency services in the last calendar year. Eligible participants are identified by their case manager. Because this is one-time assistance, termination procedures do not apply.

#### **e. Logic Models**

Please see attachment D

**f. CSBG- Allocation of Funds Based on Prioritized Services**

The largest allocations of CSBG for direct services will fund employment, education, and self-sufficiency programming due to the costs associated with those programs and their rankings in the needs assessment. As discussed in priority ranking, housing initiatives are heavily supported by other funding streams and so although a priority, will not be significantly funded with CSBG dollars. Income management, while a priority, receives funding from other funding sources and therefore will not receive a significant amount of CSBG for activities. Linkages and health will not receive CSBG funding for direct services.

**FY 2015 Direct Service Fund Allocations**

|                        |            |
|------------------------|------------|
| 1.) Education          | \$ 240,000 |
| 2.) Employment         | \$ 100,000 |
| 3.) Housing            | \$ 85,000  |
| 4.) Self-Sufficiency   | \$ 125,682 |
| 5.) Linkages           | \$ -0-     |
| 6.) Income Management  | \$ 2,000   |
| 7.) Nutrition          | \$ 40,000  |
| 8.) Health             | \$ -0-     |
| 9.) Emergency Services | \$ 5,000   |

**g. Commonwealth of Kentucky Laws and Mandates**

The programs and services proposed for fiscal year 2016 are mandated by the Commonwealth of Kentucky under KRS.273.441 – 273.443 and by the Federal government under P.L. 99-425. Use of Federal Funds relating to LMCS include: A.) A range of services and activities having measurable and potentially major impact on causes of poverty in the community where poverty is a particularly acute problem; B.) Activities designed to assist low-income participants.

**h. Services Provided Administered by KY in Other Agencies**

The programs and services proposed in the 2016 CSBG service plan are currently funded and administered through the Kentucky Cabinet for Health and Family Services (CHFS), Department of Community Based Services (DCBS) through the CSBG federal grant. CSBG funds will be utilized to include services and activities as outlined in KRS 273.443 (use of federal funds). LIHEAP is also administered by LMCS. CSBG funds are used to fund the

Information Systems Analyst position, which provides IT support to LIHEAP and serves as the system administrator for CASTiNET. CSBG funds also support LIHEAP by covering the costs associated with telephone services.

**i. Service Coordination and Non-Duplication**

**i. Sharing Necessary Information.** LMCS certifies that it will share necessary client information and records within legal limitations. By integrating the CAP structure into LMCS, the duplication of social services has diminished within Metro Government. The main tenet of this departmental grouping has been to avoid duplication of services and provide efficient and responsible use of funds. Intra-departmental communications have greatly increased within this department structure. The senior leaders and management team communicate regularly and discuss programs and services to increase coordination.

LMCS participates in many local forums in an effort to effectively promote programs, develop partnerships, and to minimize the risk of duplication of services throughout Louisville Metro. LMCS is committed to transitioning as a community leader through poverty advocacy and education and participating in and leading discussions with other social service agencies to develop substantive interagency cooperation.

**ii. Activities the Agency Jointly Pursues.** One primary coordinated effort on part of LMCS is with the Community Ministries of Louisville, a faith-based organization with multiple locations throughout Louisville Metro serving citizens with utility and other emergency financial assistance. During LIHEAP subsidy and crisis phases, LMCS refers anyone who has exhausted LIHEAP resources allotted to their household to the Community Ministries. Community Ministries' referrals are standard during this process and Community Ministries will not serve a citizen until they have accessed any benefits available to them through LIHEAP.

**iii. Coordination with DCBS.** The Department for Community Based Services (DCBS) Service Region Administrator (SRA), Jackie Stamps, serves on LMCS' tripartite board. The agency has a current Memorandum of Understanding outlining the relationship

between LMCS and the local DCBS office. Agency staff is aware of services offered through DCBS and efforts are made to avoid duplication of services on a case-by-case basis. The SRA is also a member of the Neighborhood Place Operations Committee. DCBS staff is located within the department's Neighborhood Place and other governmental agencies. This linkage allows agency clients to address multiple needs in a one-stop-shop.

**j. Services for Low-Income Youth**

LMCS remains committed to our initiatives focused on the needs of low-income youth. The nutritional needs of low-income youth are met through the Summer Food Service Program, the Metro After School Meals Program, and our Dare to Care site administered in our East office. LMCS will administer preschool and youth enrichment scholarships in the community in fiscal year 2016. LMCS staff attends the annual Youth Opportunity showcase to provide community teenagers with information about seasonal employment opportunities, volunteer opportunities, and education and training opportunities.

Family Intervention Services, provided in Neighborhood Place locations, offers programs for families that focus on parent-child conflict. Families are linked with community resources and are provided with counseling and guidance. These programs strive to prevent delinquency and reduce youth crime. LMCS staff is knowledgeable about these services and provide referrals as needed. Throughout the year, LMCS may seek out agencies with which to collaborate and/or partners to provide services such as: youth employment, educational tutoring, unmet childcare needs, and drug and alcohol education.

**k. Services for Coordination and Linkages**

Louisville Metro has an abundant community of resources. Economic conditions and changes are posing challenges to the Louisville community to fine tune our competitive economic edge to attract businesses and other development, not only to Louisville, but to the larger region. LMCS' continued participation by staff and leadership in local community groups and non-profits help LMCS stay abreast of current events, services, and changes in the needs of community members. The relationships gained from these activities result in increased opportunities for partnerships and alliances between similarly focused organizations.

Within Louisville Metro Government there are numerous non-CSBG funded programs that seek to promote both economic and community development. Currently, CDBG funding is used for both micro-enterprise development and to provide for-profit business loans. These programs create the opportunity for expanded economic opportunities for low-income persons. Develop Louisville also regularly funds construction or development projects that are subject to both Davis-Bacon and Section 3 requirements, components that result in further well-paying jobs for low-income persons. As the primary agency within Louisville Metro for administering crisis intervention programs under Title XXVI and the Low Income Home Energy Assistance Program of the Omnibus Budget Reconciliation Act support will be provided by all available staff and coordinated by the Executive Director.

### **I. Data Analysis and Adjustments**

LMCS conducts regular analysis of its programs throughout the year to garner insight into the effectiveness and efficiency of programs and make needed changes. The Executive Director, CSBG Coordinator, and program managers meet on a monthly basis to review reported outcomes and identify barriers to client success. Based on these regular meetings, review of current performance, and feedback from the community needs assessment, LMCS has made the following changes in its SFY 2016 plan:

- **Abandoning approaches that did not yield outcomes or had low interest.** LMCS elected to eliminate some of its approaches that did not yield desired outcomes such as our GED Scholarship, Aging in Place, and Expungement services. Although the programs are worthy causes and serve identified community needs, the amount of time and support needed to make these programs successful was not equal to the outcome in most cases. GED and Expungement needs will still be served, but only on an as-needed basis.
- **Strengthening holistic case management that prepares clients for long-term success.** Clients have reported that agency programs work well, but they do not prepare them for what comes next. Comprehensive Family Case Management will include strengthened goal setting components and more

thorough identification of barriers to long-term goals, not just immediate needs.

- **Strengthening employment-focus.** LMCS did a great job of getting people through their final year of college or through their job training program in fiscal year 2015. However, data analysis showed there was disconnect between the attainment of new skills and gaining or increasing employment. By strengthening the employment-focus of these programs LMCS hopes to improve employment outcomes in fiscal year 2016.
- **Strengthening preschool programming.** The program with the most significant reported outcomes for the entire family was the preschool scholarship program. LMCS will allocate additional resources to this program in fiscal year 2016 due to its success with not only preparing children for Kindergarten, but for helping parents improve their skills and become self-sufficient.

LMCS intends to continue to evaluate its programming throughout the 2016 via regular Strategic Planning and Performance report review, customer feedback, client focus groups, and partner feedback. The adoption of LMCS' strategic plan will also support the regular review of key internal processes to support client success.

**3.) Community Needs Assessment (Attachment A)**

N/A

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**b. Strategic Plan**

LMCS is currently revising its strategic plan; please see the copy of our former strategic plan and the draft of our updated plan. The revisions should be complete and the updated plan should be adopted no later than July 1, 2015.

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**c. Customer Satisfaction Survey**

**See Attachment**

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**4.) Agency Budget**

**a. Line Item Budget for CSBG (Attachment B1)**

**See Attachment**

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**b. Local In-Kind Match Certification (Attachment B2)**

**See Attachment**

DRAFT

**c. Budget Narrative**

I. PERSONNEL:

A.) SALARIES / WAGES \$623,000

*Salaries and wages for direct service, support, and administrative staff (\$623,000)*

B.) FRINGE BENEFITS \$251,500

*Fringe benefits for direct service, support, and administrative staff (\$251,500)*

C.) CONSULTANT / CONTRACT SERVICES \$-0-

II. NON-PERSONNEL:

A.) SPACE COSTS \$9,200

*Space costs (\$4,200)*

*Space costs for Senior Day Out Event (\$5,000)*

B.) EQUIPMENT \$-0-

C.) CONSUMABLE SUPPLIES \$5,800

*Office supplies for agency programs and administration (\$4,600)*

*Outreach and training supplies (\$900)*

*Postage for agency programs and administration (\$300)*

D.) UTILITIES \$-0-

E.) TRANSPORTATION / TRAVEL \$11,500

*Car insurance for agency vehicles (\$2,600)*

*Maintenance and repair of agency vehicles (\$1,900)*

*Local travel costs and fuel (\$2,900)*

*Out of town travel costs (\$4,100)*

**F.) CLIENT SERVICES** **\$597,682**

*Program materials and incentives for financial empowerment program participants (\$2,000)*

*Transportation supports for senior citizens attending congregate meal sites (\$40,000)*

*Emergency assistance for individuals in financial crisis (\$5,000)*

*Adult education scholarships (\$110,000)*

*Preschool scholarships (\$130,000)*

*Employment programs (\$100,000)*

*Housing supports (\$85,000)*

*Transportation supports (\$35,000)*

*Childcare supports (\$35,000)*

*Youth enrichment programs (\$50,000)*

*Barrier financial supports (\$5,682)*

**G.) STAFF DEVELOPMENT** **\$15,500**

*Fees and registration costs associated with staff development and training (\$15,500)*

**H.) OTHER COSTS** **\$39,600**

*Agency dues and registration fees (\$5,200)*

*Agency printing, copying, and production costs (\$8,000)*

*Advertising and PR (\$5,500)*

*Telephone, cellphone, and data services (\$14,700)*

*Microsoft Enterprise Licenses (\$6,200)*

III. INDIRECT COSTS:

A.) N/A \$-0-

**TOTAL AGENCY BUDGET** \$1,553,782

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**4.) Percentage of Staff Time (Attachment B-3)**

**See Attachment**

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**5.) Board (Attachment C)**

**See Attachment**

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**Administering Board Vacancy Update (as of 4/1/15, Prepared by Katina Whitlock)**

The LMCAP Administering Board has one vacancy in its private sector. The vacancy occurred in the last month; therefore the board has not yet had an opportunity to decide how to proceed with filling the vacancy. The vacancy will be brought to the board for decision at the April 16, 2015 meeting with instruction that the position should be filled no later than July 1, 2015.

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Katina Whitlock, Director

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Maribeth Schneber-Rhemrev, CSBG Director

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## 6.) Board Meeting Schedule for 2015

Listed below is the schedule of meeting dates for the Louisville Metro CAP Administering Board for the 2015 calendar year. The Board typically meets bimonthly on Thursdays between 12 noon-1:30 p.m. Please mark these dates on your calendar. All meetings will take place at 810 Barret in the 1st Floor Conference Room, unless otherwise notified. The first meeting of the year will be held in Conference Room 347 on the 3rd Floor.

- Thursday, February 19, 2015, 12 noon – 1:30 pm.
- Thursday, April 16, 2015, 12 noon – 1:30 pm.
- Thursday, June 18, 2015, 12 noon – 1:30 p.m.
- Thursday, August 20, 2015, 12 noon – 1:30 p.m.
- Thursday, October 15, 2015, 12 noon – 1:30 p.m.
- Thursday, December 17, 2015, 12 noon – 1:30 p.m.

Meetings are open to the public (pursuant to Kentucky State Regulation 922KAR6:010)

7.) Board Bylaws

# Louisville Metro



## **ADMINISTERING BOARD**

### **POLICIES AND PROCEDURES**

Currently, the board bylaws are being revised by the County Attorney's Office.

Rev: November 2008

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**Article I -- Name and Description**

**Section 1** The Louisville and Jefferson County Community Action Commission, thereafter known as the Louisville and Jefferson County Community Action Agency and hereinafter known as the Louisville Metro Community Action Partnership or as the Agency has been established as a joint agency of the City of Louisville and Jefferson County, Kentucky, by City of Louisville ordinance #183, Series 1965, Ordinance #5, Series 1966, Ordinance #213, Series 1969 and Ordinance #109, Series 1975, and enabling resolutions of the Fiscal Court of Jefferson County, subject to the terms of an Interlocal Cooperation Agreement entered into pursuant to Kentucky Revised Statutes (KRS) 65.210 through KRS 65.300, by the City and the County, originally dated 12 August 1965 and amended 25 January 1966, 29 January 1969, 21 August 1975 and 16 January 1980.

**Article II -- Purpose and Function**

**Section 1** It shall be the general purpose and function of the Louisville Community Action Partnership to plan and coordinate programs designed to combat problems of poverty and seek the elimination of conditions of poverty as they affect the inhabitants of the Louisville Metro Government.

This general purpose and function shall encompass the following specific purposes and functions:

1. To collect and analyze data on the incidence and nature of poverty in the metropolitan area, identify sub-areas and groups where problems of poverty are concentrated, define major problems, which require community action and clarify objectives of attack upon such problems.
2. To analyze existing public and private agencies and services concerned with the problems of poverty and to determine strategy and methods of fuller mobilization of public and private resources for support of community action efforts.
3. To ensure the participation of area residents in the development and implementation of plans and programs affecting their neighborhoods.

4. To foster action planning for specific community services and programs and plan with local governments and other public, private and voluntary agencies or groups for the mobilization of required financial funds, which may be available for such programs and for strengthening basic community services.
5. To evaluate action, plan proposals and foster cooperation among appropriate function agencies, public and private, for implementation of specific action programs recommended and approved as components of a community action program.
6. To serve as the principle public agency of the Louisville Metro Government for the solicitation of and contracting for federal funds available under the Community Services Block Grant Act of 1981.

### **Article III -- Administering Board**

**Section 1—Powers and Duties.** The Agency shall administer its programs through an Administering Board which shall have such powers and duties as are specified by the rules and regulations of the Department of Health & Human Services, Office of Community Services of the United States Government, KRS 273.439 and such other powers and duties as are delegated to it by the Mayor including, but not limited to, the following:

1. To participate jointly and to concur formally in the selection of the Executive Director of the Agency.
2. To exercise all powers which the Mayor chooses to delegate to the Administering Board pursuant to KRS 273.439.
3. To oversee the extent and the quality of the participation of the poor in the programs of the Agency.
4. To determine rules and procedures for the Administering Board.
5. To select the officers and the Executive Committee of the Administering Board.
6. To deliberate upon the following matters and submit its written recommendations to the Mayor before they render a final decision unless the Mayor has specifically delegated these powers:
  - a. Determination of major personnel, organization, fiscal and program policies;

- b. Determination of overall program plans and priorities;
  - c. Approval of all program proposals and budgets;
  - d. Approval of all evaluation and assessment studies and reports; and
  - e. Approval of all arrangements for delegating the planning, conducting or evaluating a component of the work program.
7. To supervise the administration and enforcement of all Department of Health & Human Services, Office of Community Services policies and standards and of all programs, administrative and financial policies adopted by the Mayor.
  8. To participate in the development and implementation of all programs and projects designed to serve the poor and low-income areas and members of groups served, so as to best stimulate and take full advantage of capabilities for self-advancement and assure those programs and projects are otherwise meaningful to and widely utilized by their intended beneficiaries.
  9. To organize it in such fashion that residents of the areas concerned will be enabled to influence the character of programs affecting their interests and enabled to regularly participate in the planning and implementation of those programs.
  10. To operate as a continuing and effective mechanism for securing broad community involvement in the programs assisted under the Community Services Block Grant Act.
  11. Assist the Mayor in establishing effective procedures and arrangements to enable residents concerned to influence the character of programs affecting their interests, to provide for their regular participation in the implementation of those programs, and to provide for technical and other support needed to enable low-income neighborhood groups to secure on their own behalf available assistance from public and private sources.
  12. To assist the Mayor in developing methods for evaluating the community action program which provides adequate opportunity for low-income residents to obtain information and communicate with public and private officials on programs and policies proposed for adoption.

13. To make regular reports to the Mayor and the Department for Health & Human Services, Office of Community Services, of its views on the projects and activities for which funding is requested.

**Section 2—Selecting and Establishing Priorities.** The Board shall have the task of assessing community action priorities. Based on these priorities, recommendations shall be made to the Mayor regarding the funding for specific projects. A variety of means may be employed toward the collection of data necessary for the setting of priorities and, if financially feasible, the Board may contract with specialists to collect the information relevant to this task. The Board shall have the responsibility for selecting and establishing community action priorities.

**Section 3—Operating Budget.** The Administering Board may develop an operating budget subject to the approval of the Mayor and Department of Health and Human Services, Office of Community Services, which may include funds for collecting information for setting priorities and staff to monitor the special programs.

**Section 4—Staff Support.** The Executive Director of the Agency will be the primary staff person for the Administering Board. The Board may recommend to the Mayor the termination of the Executive Director for good cause.

**Section 5—Board Composition/Allocation of Board Memberships.** The Administering Board shall consist of at least twenty-four members and shall be so constituted that: (1) exactly one-third of the members of the Board are public sector members including the Mayor of the Louisville Metro Government and his/her representatives; (2) at least one-third of the members are community sector members chosen in accordance with democratic selection procedures adequate to assure that they are representatives of the poor; and (3) up to one-third of the members are private sector members representing business, industry, labor, religious, private welfare, private education, significant minority groups and other major private groups and interests located in the geographic boundaries of the Louisville Metro Government.

**Section 6—Public Sector Members.** There shall be exactly one-third public sector members consisting of the Mayor of the Louisville Metro Government and other public

sector members of the Louisville Metro Government as appointed by the Mayor. Each public sector member shall have an alternate to serve in their absence.

Public sector members may designate a permanent representative to serve on the Board in their place or in their absence during such member's tenure of public service. Such representative need not be a public official themselves as long as representatives are entitled to speak and act for the public officials whom they represent in connection with Board business. Such representative and alternate shall be designated in writing to the Chairperson of the Administering Board.

Terms of office for public sector members shall be regarded as indefinite until such time as the Mayor decides to replace their respective appointee(s).

In any case the Mayor declines to fill a vacancy within the public sector and the Mayor having been so notified in writing, the vacancy shall remain until such time as the Mayor decides to fill said vacancy or until the expiration of the Mayor's term of office, whichever occurs first.

**Section 7—Community Sector Members.** There shall be at least one-third community sector members with one member representing each geographic area into which the Board may divide Jefferson County from time to time. Each community sector member shall have an alternate to serve in their absence. Each community sector member must be at least 18 years of age and reside in the geographic area they represent.

Such members and their alternates shall be chosen in accordance with such democratic selection procedures and any other guidelines as may be approved from time to time by the Board. All selections of community sector members and their respective alternates must be approved by the Board at their October meeting prior to the commencement of their term in February. The term of office for such members shall commence on the first day of February following their selection and continue for the term of three years unless sooner terminated by removal or other cause. The Board shall fill such vacancy at the next regular or special meeting for the remainder of the unexpired term. Upon the completion of the aforementioned term, the seat shall be filled in the manner set forth above. Community sector members may serve no more than two full consecutive terms and no more than four full terms total. The Board shall

specify term of office for which each such member is selected prior to such selection with the aim of having approximately one-third of such members expire on first day of February of each year.

**Section 8—Private Sector Members.** There shall be up to one-third private sector members selected by the Nominating & Membership Committee of the Board and shall be selected from business, industry, labor, religious, private welfare, education, significant minority communities, or other similarly situated private groups in the geographic boundaries of the Louisville Metro Government.

When a vacancy of a private sector seat on the Board occurs, the Nominating and Membership Committee shall create a list of at least two organizations and/or groups from any of the categories stated above invited to name a representative, who shall be considered in nomination for a seat on the Board representing the private sector.

Upon approval of the recommended organizations to be invited to serve, the Nomination and Membership Committee shall solicit these organizations and make inquiry as to whether they are willing to serve.

Once written responses have been received from solicited organizations, the Nomination and Membership Committee shall forward to the Administering Board a list of interested organizations for their approval. The Board shall approve which organizations are to be seated pending the availability of vacant seats of the private sector.

All selections of private sector members and their respective alternates must be approved by the Board at their October meeting prior to commencement of their term in February. All private sector members shall be seated no later than the February meeting of the Board unless otherwise specified by the Board.

All terms of office will be three-year terms, thereby having one-third of the private sector rotating off each year.

The selection process of such members from private sector shall ensure that there is an equitable representation of the various groups and interests within the community on the Administering Board. If necessary to accomplish such equitable representation, a rotation process may be adopted.

When any private sector member organization has completed six consecutive years of service, the organization that they represent may, at the option of the Board, be dropped from the list of eligible organizations for a minimum of one year, to provide for rotation of the opportunity to serve on the Board among other private groups and agencies in the community.

If any significant minority group should not be adequately represented on the Board, then the selection of as many of the private sector memberships as necessary to provide for such representation shall be allocated to representatives of such minority groups provided however that no more than three private sector memberships on the Board may be reallocated for this purpose.

In the event of vacancies arising on the Board by reason of resignation, death or other termination of office of a private sector member selected by the Board, the Board may fill such vacancy at any regular or special meeting or may refuse or fail to do so and leave such membership vacant until the following February at which time such vacancy shall be filled in the manner set forth above.

Each organization selected under this section may also select an alternate to serve on the Board in their representative's place in their absence during such person's term of office as Board member. Such alternate shall be designated in writing to the Chairperson of the Board and shall be subject to approval by the Board.

**Section 9—Appeals Procedure/Petition for Representation.** Any private agency or group, or representative group of the poor, or significant minority group as defined under sections 7 and 8 above which feels it inadequately represented on the Board, may petition the Board for adequate representation thereon. The procedure for consideration and action with respect to any such petition shall be as follows:

1. The petitioning agency or group shall file, at the office of the Administering Board, a petition which shall set forth the names and addresses of the agency or group and such additional information with respect thereto as may be appropriate to sufficiently describe and identify the petitioners (such as approximate membership, geographical area, general interest of members, etc.). The petition shall state briefly that the

- reason(s) why the petitioner believes its members are inadequately represented on the Board. Such petition shall be signed by not less than fifty percent of the membership of the petitioning agency or group, or fifty persons, whichever is smaller.
2. The petition shall be scheduled for an open hearing by the Board not later than the second regular meeting of the Board following the date of filing of such a petition. The petitioning group or agency shall be given not less than 15 days written notice of the date of such hearing, by certified mail addressed to the petitioning agency or group at the address specified in the petition.
  3. At the hearing, representatives of the petitioning agency or group shall be provided ample opportunity to present its case for more adequate representation. If it appears that additional information is requested by the Board or if the petitioner desires to submit additional information, the Board shall provide the petitioner with a reasonable period of time within which to submit same in writing.
  4. The Board shall consider the petition, the presentation at the hearing and any additional information submitted and shall decide whether the petitioning agency or group is entitled to the representation petitioned for and shall promptly cause a written statement to be provided to the petitioning agency and the Mayor. Whenever a petitioning group or agency is accorded representation pursuant to this procedure, the Board shall consider whether such representation required the adjustment or realignment of Board membership so as to maintain proper representation of public and private sectors under the provisions of these By-Laws and shall take appropriate action with respect thereto. Such action shall be reflected in the written statement aforesaid.

**SECTION 10—Compensation.** No Board member shall be entitled to, or shall receive, any compensation for attendance at meetings of the Board or for other services rendered to the Louisville Community Action Partnership as a Board member except for expenses necessarily incurred by them in the performance of their duties as a Board member and approved by the Board.

**SECTION 11—Quorum.** A simple majority (half plus one) of the current board members shall constitute a quorum. Once a quorum is present physically, or by video/teleconference, the Board may proceed with the business of the Board. Each Board member, at the time any vote or action of the Board is taken upon any matter, shall be entitled to cast one vote with respect thereto. Any action taken by the majority of the Board shall be binding on the Board unless otherwise expressly provided herein. No proxy voting shall be allowed.

#### **Article IV -- Meetings**

**Section 1—Regular Meetings.** Regular meetings shall be held bi-monthly, beginning with the month of February, at such time and dates to be determined by the Administering Board. Regular meetings shall be held at the principle offices of the Agency or at other such places within the geographic boundaries of the Louisville Metro Government as shall be designated in the notice of the meeting, provided that all such meetings are held in a place and at a time convenient to the poor and the community sector members.

**Section 2—Special Meetings.** Special meetings of the Board may be held at any time upon the call of the Chairperson or Vice-Chairperson or one-third of the members of the Board.

**Section 3—Notice of Meetings.** It shall be the duty of the Secretary to cause notice of each regular and special meeting to be given to all members of the Board by sending notice thereof at least seventy-two hours for regular meetings and forty-eight hours for special meetings before the holding of such meeting. The notice shall include an agenda of all known matters, which are to be presented at the meeting. With regard to special meetings of the Board, an agenda shall accompany the notice of that meeting and shall be sent to all Board members. No meeting, be it regularly scheduled or special call, may address the issues of (1) removal of a member of the Board for cause, (2) the election of officer(s) of the Board, and (3) the amendment or revision of these Policies and Procedures or (4) recommendation for the hiring or firing of the Executive Director of the Agency unless such items appear on an agenda circulated pursuant to the requirements of this Article.

**Section 4—Meetings Open to the Public.** All regular and special meetings shall be open to the general public. At meetings where matters not required by law to be discussed in session are taken up, such matters may be taken up in closed session upon a majority vote of the Board present and voting.

**Section 5—Procedures.** The parliamentary procedures of all meeting of this Board shall be conducted in accordance with the most recent edition of Robert's Rules of Order, Revised unless expressly stated herein.

**Section 6—Secret Ballot.** Secret ballots will be used in voting on all motions to (1) remove a Board member for cause, (2) recommendation to hire or fire an Executive Director of the Agency, or (3) elect any officer of this Board.

**Section 7—Removal from Membership.** Any member of the Board other than of the public sector may be removed from membership for willful misconduct. Removal for cause must be supported by a two-thirds vote of board members at a meeting at which a quorum is present. Written notice must be given to any such member of the nature of misconduct and of the date of the meeting of the Board at which a motion for removal will be made.

Should need arise for removal of any Board member(s) for willful misconduct, all such proceedings shall take place in Executive Session.

Any board member representing the community or private sectors who misses three (3) consecutive Board meetings (whether regular or special, or both) without immediately presenting a written or verbal excuse acceptable to the Administering Board, shall be automatically removed from office by the Administering Board.

Any board member appointed by the Mayor to represent the public sector, who misses three (3) consecutive Board meetings (whether regular or special, or both) without immediately presenting a written or verbal excuse acceptable to the Administering Board, the Board may vote and recommend to the Mayor that the public sector member be removed from the Board, and request that the Mayor appoint a replacement.

Any designated representative of an appointed public sector board member who misses three (3) consecutive Board meetings (whether regular or special, or both) without immediately presenting a written or verbal excuse acceptable to the Administering Board, the Board may vote and recommend to the appointed public sector board member, that the designated member be removed from the Board. If a designated representative is removed, the appointed public sector board member shall be afforded an opportunity to appoint another representative.

Any member of the Board who ceases to live in the district they represent or ceases to be a member of the group or private community organization which they represent on the Board, or any public sector member who ceases to hold the position which entitles them to sit on the Board, shall no longer be a member of the Board provided, however, that the representative of a public sector member may serve until a successor is appointed by such public sector member's successor in the position.

#### **Article V -- Officers of the Administering Board**

**Section 1—Officers.** The Officers of this Board shall be Chairperson, Vice Chairperson, Secretary and Finance Officer. All officers of this Board shall be duly-elected members of the Board. No person shall be elected to more than one office of the Board during the same term. All such officers shall be elected annually by the Board at its first regular meeting. Officers shall hold office for one year or until their respective successor shall have been duly elected and qualified provided, however, that any officer may be removed at any regular or special meeting at which notice of such contemplated action is given by a majority of the members of the Board.

**Section 2—Chairperson.** The Chairperson shall be the principle representative of the Agency. When present, the Chairperson shall preside at all meetings of the Board. The Chairperson shall, in general, perform all duties relevant to the office of the Chairperson and such other duties as may be prescribed by the Mayor and the Board from time to time.

**Section 3—Vice Chairperson.** The Vice Chairperson shall perform all duties of the Chairperson of the Board in the absence of that officer and may perform such other duties as may be assigned by the Board.

**Section 4—Secretary.** The Secretary shall (1) keep, or have kept, the minutes of the Administering Board and see that copies are made available to members, (2) see that all notices are duly given in accordance with the provisions of these Policies and Procedures and as required by law, (3) be custodian of the official minutes and related records of the Board and (4) perform other such related duties as may be assigned by the Board.

**Section 5—Finance Officer.** The Finance Officer shall (1) be a member of and Chairperson of the Finance Committee, (2) make regular reports on the financial condition of the Agency to the Administering Board, (3) delegate and assign those duties ordinarily associated with the office of Finance Officer to the Fiscal Agent for the Agency and (4) perform such other related duties as may be assigned by the Board.

**Section 6—Vacancies in Offices.** Any vacancy in any office of the Board because of death, resignation or other cause may be filled by the Board for the unexpired portion of the term. In the event of a vacancy in the office of Chairperson, the Vice Chairperson shall become acting Chairperson until a new Chairperson is elected by the Board.

**Section 7—Election of Officers.** All officers of the Administering Board shall be elected at the regular meeting of the Board held in October of each year. Each such officer shall serve for a period of one year and may succeed in office if re-elected by the Board.

## **Article VI Committees of the Administering Board**

**Section 1—Executive Committee.** There shall be an Executive Committee fairly representative of the Board in terms of representation of public, private and community sector members which shall consist of the officers of the Board (Chairperson, Vice Chairperson, Secretary and Finance Officer), and in addition, two members of the Board, appointed by the Board Chairperson with the approval of the Board. Two of the six appointees will be appointed from among the public sector members, two from among the members, and two from the Board members representing the poor. Fifty-percent of the Executive Committee must be present to have a quorum for transacting business and a majority of those present and voting may take action for the Committee.

The duties of the Executive Committee shall be to act for the Board between meetings of the Board, and to assist the Executive Director of the Agency in determining matters which need the attention of the full Board. All actions of the Executive Committee shall be ratified or rescinded at the next meeting of the Board.

**Section 2—Standing Committees.** There shall be four standing committees, in addition to the Executive Committee, with the names and duties as hereafter set forth:

Finance Committee—There shall be a Finance Committee composed of up to nine members. The Finance Officer shall be the Chairperson of the Committee by reason of this office. Its duties shall be (1) to exercise general oversight over the receipt and expenditure of all Agency funds, budgets, accounts inventories and audits, (2) to recommend to the Board and the Mayor general policies about fiscal and accounting practices, (3) to study the budgets of all grant proposals and certify to the Board and the Mayor that they are reasonable, necessary and adequate, and (4) to review monthly expenditures in all program accounts and call to attention of the Board and the Mayor any significant under- or over-expenditures and the reasons thereof. This Committee shall also assist in the development of the Agency's fundraising plan and monitor its implementation.

- A. Nomination and Membership—This Committee shall consist of three members, none of whom shall be current Board officers. The Committee shall monitor the attendance of Board officers and Board members, shall monitor whether vacancies have occurred and advise the Board regularly of steps needed to keep the Board at its full complement of members. The Committee shall solicit membership from the private sector when vacancies occur. The Committee shall also draw up a slate of nominees for the various Officers of the Board and present it at the regular meeting in October of each year. It is the responsibility of this Committee to ensure that diverse representation from all sectors of the Board's membership is represented on each committee.
- B. Planning & Reporting—This Committee shall consist of up to nine members. The Committee may sub-divide its work into two or more functional or programmatic areas and delegate the Committee's responsibilities in these areas to sub-committees.

The Committee shall assist in the development of the Agency's planning system and monitor its implementation; oversee program operation and evaluation according to specifications provided by funding sources and/or grant proposals and ensure the Agency's adherence to all reporting requirements of all funding sources; and such related matters as shall be assigned by the Board.

- C. Public Relations—This Committee shall consist of up to six members. This Committee shall assist in the development of the Agency's public and community relations campaign (for both the Agency and all of its programs and services) and monitor its implementation.

**Section 3—Special Committees.** The Chairperson of the Board may appoint special committees from time to time depending upon the needs of the Board. Such committees shall have such functions and serve for such time as may be determined by the Board.

**Section 4—Membership.** Committee members shall be appointed by the Chairperson of each committee. All standing and special committees of the Board shall fairly reflect the composition of the full Board.

**Section 5—Ratification.** Any and all acts of any and all standing and special committees must be ratified by an act of the Board.

**Section 6—Quorum and Act.** A simple majority (half plus one) of the committee members shall constitute a quorum of that committee. Official committee action requires a majority vote at a committee meeting at which a quorum is present, either physically or by video/teleconference. No proxy voting shall be allowed.

**Section 7—Notice.** Each member of any committee must be notified personally or in writing of the time, date and location of such meetings at least 36 hours before the committee shall meet. The requirement for notice may be waived, however, upon written agreement of all members of the committee which is meeting.

## **Article VII -- Powers of the Agency**

**Section 1—Planning and Administration.** The Agency shall be responsible for the planning, coordination, evaluation and administration of the community action program for the Louisville Metro Government.

**Section 2—Administration of Funds.** The Agency shall have the power to receive and administer funds pursuant to the Community Services block Grant, to receive and administer funds and contributions from private and local public sources, and to receive and administer funds under any federal, state or local government assistance program pursuant to those programs.

**Section 3—Delegation of Powers.** The Agency shall have the power to contract and to do any and all acts necessary to carry out its function in accordance with the Community Services Block Grant, the Interlocal Cooperation Agreement between the City of Louisville and Jefferson County, as amended and any other legislation.

**Section 4—Implement Programs.** The Agency shall have the power to carry out any programs consistent with the Interlocal Cooperation Agreement, Community Services Block Grant or these Policies and procedures, which may be funded by local or state government or has private funding sources.

**Section 5—Principle Community Services Agency.** The Agency shall serve as the principal public, non-profit Agency in the geographic boundaries of the Louisville Metro Government for the solicitation of the contracting for federal funds available under the Community Services Block Grant Act of 1981.

## **Article VIII -- Administration**

**Section 1—Executive Director.** There shall be an Executive Director who shall be the Chief Administrative Officer of the Louisville Community Action Partnership and who shall hold office at the discretion of the Mayor. It shall be their function (1) to recruit, employ, supervise, evaluate and terminate such other staff as are necessary to conduct the business of the Agency, (2) to keep, or have kept, and to be responsible for the custody and accuracy of all accounts, ledgers, inventories and audits of the Agency, (3) to direct personnel which may, at

their request, be loaned by the existing organizations or be obtained by contract with other organizations, (4) and to direct and supervise the implementation of all organizational activities necessary to achieve the goals and objectives of the Agency.

**Section 2—Central Staff.** There shall be a central staff whose function shall be:

1. To collect and analyze data on the incidence and nature of poverty in the geographic boundaries of the Louisville Metro Government, identify sub-area and groups where problems of poverty are concentrated, define major problems which require community action and clarify objectives of attach upon such problems.
2. To identify existing public and private agencies and services concerned with the problems of poverty and determine strategy and methods of fuller mobilization of public and private resources for support of community action efforts.
3. To ensure the participation of area residents in the development and implementation of planned programs affecting their neighborhoods.
4. To foster action planning for specific community services and programs and plan with local governments and other public, private and voluntary agencies or groups for the mobilization of funds which may be available for such programs and for strengthening basic community services.
5. To evaluate proposals and foster cooperation among appropriate functional agencies, public and private, for implementation of specific components of community service programs. To evaluate proposals submitted from neighborhood organizations to ensure compliance with federal regulations and to be consistent with neighborhood priorities.

**Article IX -- Fiscal Responsibility**

**Section 1.** To conform with federal and local guidelines, primary fiscal responsibility will rest with the Louisville Metro Government through the Mayor. Funds received and those disbursed will follow the same procedures as any other federal program administered by the Metro Government. All funds will come to the Metro Government Finance Department as fiscal agent for the Agency and will be disbursed in accordance with the approved Agency budget.

The Administering Board, with the assistance of the Executive Director and staff, will be responsible for administering, planning and monitoring all Agency-sponsored programs.

**Article X -- Amendment of the Policies and Procedures**

**Section 1—Administering Board.** These Policies and Procedures may be amended, altered or revised by the Board at any regular meeting of the Board provided, however, that notice of seven days of the meeting be sent to all members of the Board and shall set forth specifically or in general terms what amendment or change is proposed to be made in the Policies and Procedures.

**Section 2—Interlocal Cooperation Agreement.** Amendments of the Policies and Procedures may not be inconsistent with the provision of the Community Services Block Grant regulations, the Interlocal Cooperation Agreement, and any other appropriate legislation unless the Agreement or legislation is also amended to conform to the provisions of the Policies and Procedures of the effective date of such changes.

**Section 3—Notice.** Notice of any changes in the Policies and Procedures and/or the Interlocal Cooperation Agreement shall be promptly transmitted to the Kentucky Cabinet for Human Resources, Department for Social Services; the Department for Health and Human Services, Office of Community Services; and the Mayor.

**8.) Logic Models**

**See Attachment**

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**9.) Affirmative Action Plan**

**See Attachment**

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**10.) ROMA Outcomes of Efforts SFY2016**

**See Attachment**

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**11.) Satisfaction Agreement**

**See Attachment**

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**12.) DCBS Agreement**

**See Attachment**

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**13.) Public Review Notice**

**See Attachment**

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**14) Indirect Cost Allocation Plan**

**See Attachment**

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# Community Services and Revitalization 6 Year Strategic Plan



**FY13-FY19**

**Message from the Director to the Department of Community Services and Revitalization**

Dear Staff:

The Department of Community Services and Revitalization is a critical component of city government but even more important, a critical component that will help the Fischer Administration make a difference in the lives of many of our most vulnerable citizens. The Department is charged by the legislation that has authorized many of our funding streams with reducing poverty, revitalization of neighborhoods and empowerment of low income persons. This charge is not one that I take lightly.

The Mayor established the basic framework for the Department's Strategic Plan, centered around "Louisville's Dream: A city of Life-Long Learning & Great Jobs, Wellness and Compassion." We were asked to develop measurable goals and objectives that would fit into the Mayor's 5 priorities:

1. Deliver Excellent City Services
2. Solve Systematic Budget Issue
3. Take Job Creation to the Next Level
4. Invest in our People and Neighborhoods, Advance "Quality of Place"
5. Create Plans for a Vibrant Future

If Community Services and Revitalization is anything, it is a Department that has consistently provided excellent city services. That is evident based on feedback from many of the organizations and individuals with whom we do business. But providing excellent city services is only a part of our challenge. We must be smart about what services we provide, analyze whether those services are the "right" services that will lead to revitalization of communities and empowerment of low income persons through continuous self-evaluation and improvement. Dedication to this on-going analysis will help us work smarter and move us towards addressing the systematic budget issues that face us on a daily basis.

We have been challenged to transform. One of the fundamental concepts of transformation is that an organization must grow, change, or die. Community Services and Revitalization is an integral player. Our programs contribute to the eradication of vacant and abandoned properties, move individuals to independence with financial empowerment initiatives and provide affordable housing and educational opportunities. Change is inevitable and the growth that comes with positive change is uplifting. It is to that culture of positive change that I invite everyone to be a part.

I want to thank Joe Hamilton for his leadership with this project and especially thank Jim Parobek for volunteering his time to help us with our plan and rewriting our new Mission Statement. But I also want to thank each and every one of you, particularly those who participated in the focus group sessions. This work has just begun. Become engaged if you have not done so. We need your insight and ideas to move this plan forward. Please read our strategic plan and ask questions regarding it. Stay engaged as we go through this process. It is not meant to be a static document. A good Strategic Plan is only as good as its implementation.

Virginia Peck  
Director, Community Services and Revitalization

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## Overview of Sections

### **Vision for Louisville**

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

### **Mission**

Why the department exists within Metro and for the community.

### **Core Services/Programs**

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; Create plans for a vibrant future.*

### **Objectives**

Louisville Metro Government objectives are the five strategic outcomes the Fischer Administration is driving towards. While every department strives to achieve the 5 objectives for Louisville Metro Government, each has its own functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

### **Goals**

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long(4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

### **Louisville Metro Planning Cycle & Calendar**

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

### Purpose and Vision of Louisville Metro Government

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

*“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”*

### Louisville Metro Government Objectives

*These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.*

- 1. Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*
- 2. Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*
- 3. Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”.** *We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*
- 5. Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

**Community Services and Revitalization Vision**

“Community Services and Revitalization strives to improve the lives of all the citizens of Louisville”

**Department Mission Statement**

The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.

**Core Services/Programs:**

- ❖ **Community Action Partnership**  
Community Action Partnership (CAP) emphasizes self-sufficiency by providing supports to overcome barriers through information and referral services, training, financial assistance, and case management in coordination with community partners. Services and programs provided by CAP include the Low-Income Home Energy Assistance Program (LIHEAP), the Summer Food Service Program, microbusiness development and loans, education assistance, and short-term job training.
  
- ❖ **Community Revitalization**  
The Revitalization Division works to increase the supply of affordable housing. Division staff works with developers and housing non-profit organizations to expand the housing opportunities available to low and moderate income residents. The Revitalization Division oversees Real Estate programs such as the Landbank Authority and Urban Renewal Commission. Special tax assessments, foreclosure acquisitions and condemnation are utilized to redevelop and create stronger neighborhoods. Other programs offered by the Revitalization Division include the Vacant and Abandoned Properties Initiative, the Community Housing Development Organization (CHDO), and capital investments of the Community Development Block Grant (CDBG).

- ❖ **Economic Empowerment**      The Office of Economic Empowerment increases access to services and resources to educate our citizens on financial management, budgeting and asset building with the goal to make people financially capable and self-sufficient. Community Services and Revitalization works with community partners to embed financial empowerment strategies into service delivery across the continuum, through a holistic approach.
  
- ❖ **Neighborhood Place**      Neighborhood Place is a consortium of public sector and non-profit agencies that have come together to create a network of community-based “one-stop” service centers. This partnership includes the Kentucky Department of Community-Based Services (DCBS), Jefferson County Public Schools, Seven Counties Services, Metro Health and Wellness, and others. The purpose of Neighborhood Place is to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency.
  
- ❖ **Outreach and Advocacy**      Outreach and Advocacy raises awareness of the issues of vulnerable populations, advocates for their needs and connects them to needed services. This division includes the Office for Aging and Disabled Citizens, the Office for Women, Office for Youth Development and Senior Nutrition. Services provided within Outreach and Advocacy include the Meals on Wheels, Retired and Senior Volunteer Program (RSVP), Foster Grandparent Program, Senior Day Out, Safe Havens, Take Back the Night, Alliance for Youth, and Youth Service Worker Training, among others.
  
- ❖ **Research, Planning, and Compliance**      The Research, Planning, and Compliance unit of CSR is responsible for overall planning, developing program policies, and ensuring compliance and success with all grants within CSR. The Research, Planning, and Compliance unit also coordinates the application process for other grant opportunities. Programs directly administered by the unit include the External Agency Fund, the Emergency Solutions Grant (ESG), Housing Opportunities for People with AIDS (HOPWA), and the Public Service funding of the Community Development Block Grant (CDBG).
  
- ❖ **Self-Sufficiency Services**      The Self-Sufficiency Services team provides permanent supportive housing to the formerly homeless. The team utilizes multiple Federal funding sources to provide security deposits, utility assistance, rental assistance and supportive services to the homeless and disabled. The team focuses on the provision of housing stabilization, coupled with applicable supportive services and financial education, eventually leading to self-sufficiency.

**Department Objectives**

1. CSR will work with local citizens and agencies to strengthen families and neighborhoods.
2. CSR will help those in need.
3. CSR will improve the way we deliver services to our customers. We will help people faster and easier.
4. CSR will better communicate to our citizens what services are available to them and how we can help.
5. CSR will communicate with local agencies and businesses as to how we can work together to improve our community.

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**Short Term Goals (1-2yr)**

*The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

|   | Goal  | Department Objective | Mayor's Objective | Why  | Initiatives  |
|---|---|----------------------|-------------------|--|--|
| 1 | Create an internal and external directory of services that clearly defines the services provided, eligibility requirements, office location and program manager and point-of-contact. The menu of services will be completed by March, 2013 and available to all customers. | 2,3,4                | 1                 | To decrease the confusion for those seeking assistance from CSR and better coordinate services within CSR and metro government.  | <ul style="list-style-type: none"> <li>• Definition of all CSR departments and their programs</li> <li>• Identify leaders within each department and program along with their contact information</li> <li>• Marketing campaign to educate all on CSR services and the new directory</li> <li>• Participate in monthly/quarterly outreach events to educate Metro government and the community about CSR programs and services beginning in 2013.</li> </ul> |
| 2 | Establish a central intake service to be the initial point of contact for external and internal customers by September, 2013.   | 4,5                  | 1                 | By identifying the initial needs of a customer they will be directed to the person/program that will be able to assist. This will lead to less “run-around” and better efficiency. | <ul style="list-style-type: none"> <li>• Goal 1 must be met first</li> <li>• A recognition of program intake providers must be done</li> <li>• Mapping of services will identify resources able to be transferred to the central intake department</li> <li>• Identify and properly train the central intake representatives</li> </ul>  |
| 3 | Increase program income by increasing the rate of loan collections, and improving the efficiency of internal procedures.  | 1,2                  | 1,2               | If more dollars are available to CSR and our partners, more individuals can be assisted.   | <ul style="list-style-type: none"> <li>• Inventory the past 3 years of income used by housing and community development</li> <li>• Research procedures used by peer organizations in similar communities.</li> <li>• Closely track loan repayment and other sources of program income.</li> <li>• Revise policies and procedures for collecting program income.</li> </ul>   |

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| 4 | Participate in Louisville Metro Cross-Functional Teams to develop solutions for pressing issues impacting multiple departments (e.g., Vacant and Abandoned Properties) beginning in 2013. | 3,4 | 1,2,5 | Improved collaboration amongst Metro agencies will improve service delivery and decrease redundancy leading to more streamlined, efficient and cost effective community services. Resulting in helping more people and maximizing available resources. | <ul style="list-style-type: none"> <li>• Ms. Peck will appoint a point person to service as CSR’s liaison to Louisville Metro Cross-Functional Teams.</li> <li>• Budgeting review of CSR and establishment of CSR Directory will identify current state</li> <li>• Planned budgeting/manpower review within CSR to see if reorganization is possible to improve coordination and service delivery</li> <li>• Goal 6 below needs to be completed to assist attainment of this goal</li> </ul>   |
| 5 | Develop and implement an annual orientation program for all staff on essential functions by Dec 2013.   | 3   | 2, 4  | Improving the training and clarifying expectations of our staff will lead to a more satisfied and competent workforce.   | <ul style="list-style-type: none"> <li>• Review and update all position descriptions for each employee in CSR with Human Resources.</li> <li>• Re-write job descriptions where needed</li> <li>• Establish an orientation program: <ul style="list-style-type: none"> <li>*General HR/CSR Departmental Orientation</li> <li>*Position specific Job Orientation</li> <li>*New hire orientation</li> <li>*Annual re-orientation that will occur during annual performance review</li> </ul> </li> <li>• Implement plan</li> </ul>  |
| 6 | Reduce the average turnaround time from qualifying application to service delivery by 10% by March of 2014.   | 3,4 | 1     | Improving our efficiency will greatly improve our customer service and their satisfaction.   | <ul style="list-style-type: none"> <li>• Measure the average turnaround time between qualifying application and service delivery beginning in March 2013; each division will track 10 new clients through the services they provide to them from March 2013 through the end of the year.</li> <li>• Concurrent review of observations that could improve the efficiency (reduce time/promote customer satisfaction) to occur during this time.</li> <li>• Small group to compile observations and enact meaningful changes to meet goal, occurs prior to March 1, 2014.</li> </ul> |

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| 7 | Create jobs through economic development using CSR resources in collaboration with the Office of Economic Growth and Innovation. | 1,2,5 | 3 | Some CSR funding sources can reduce poverty and build community more effectively by harnessing entrepreneurship to develop small businesses and create jobs. | <ul style="list-style-type: none"> <li>• Consult with all State, Federal, and other funding providers to determine legal capacity of each source of funding to be used for economic development, completed no later than December 2014.</li> <li>• Shift usage of CDBG and other funding sources to small business/job creation by maximum feasible extent by FY2015.</li> </ul> |
|---|--|-------|---|--|--|

**Mid-Long Term Goals (2-6yr)**

*The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.*

|   | Goal   | Department Objective | Mayor's Objective | Why   | How   |
|---|--|----------------------|-------------------|---|---|
| 1 | Implement a professional development program for all staff by the end of 2015. | 3                    | 1                 | The CSR staff is very caring and customer focused. Investing in their development will improve services and prepare the department's next generation of leaders. Our management team must become better trained and more competent in higher level management strategies. This will allow them to better lead their teams and improve employee satisfaction with their work and our customer's satisfaction with the services we provide. | <ul style="list-style-type: none"> <li>• HR to work with Management Team during Management Training Program to establish the program necessary to meet this goal.</li> <li>• Establish a formal reward and recognition program.</li> <li>• All CSR leaders (program supervisors and above) will receive regular training in a core management curriculum; including conflict resolution, effective counseling, staff development, performance improvement, finance, city government 101, basic administrative overview, and stress management by July 1, 2014.</li> </ul> |

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| 2 | Develop a customer data base for all who request services from any CSR Program. This data base will be complete by the end of 2015 and available to all appropriate CSR staff.  | 1,2,3 | 1   | The ability to track services and the progress toward acquiring services for the individuals who need it will greatly improve service delivery and customer satisfaction.  | <ul style="list-style-type: none"> <li>• Current available information system client tracking service should be assessed to see if it could meet the requirements necessary to meet this goal.</li> <li>• If it cannot, evaluate new software to meet this goal.</li> </ul>   |
| 3 | Increase emergency financial assistance by 250 families per year with a goal of assisting an additional 1,250 per year by 2017.   | 2,3,4 | 1,3 | We must push ourselves with a clear target in mind to allow us to serve more families in need.   | <ul style="list-style-type: none"> <li>• Tracking system of current progress toward this goal to be established.</li> <li>• Budget and road map to meet this goal to be established and promoted within CSR.</li> <li>• Refer all eligible applicants to applicable self-sufficiency services.</li> </ul>   |
| 4 | Work with developers, land owners and community stakeholders to recognize and redevelop 500 abandoned properties by the year 2017.  | 1,2,5 | 1,5 | Tracking the progress we are making in redeveloping lands will benefit more citizens in need and recognize our valued community stakeholders and land owners/developers.   | <ul style="list-style-type: none"> <li>• Establish tracking system of current progress</li> <li>• Consideration of a CSR (Gov't) / Community Board made up of key stakeholders to be established to help meet this goal.</li> <li>• Budget and road map to meet this goal to be established and promoted within CSR and with community stakeholders and land owners/developers.</li> </ul>  |
| 5 | Lead the development of 1500 new and/or rehabilitated quality and affordable housing units by FY 18 and encourage public-private partnerships to increase the number of available quality and affordable housing units. | 1,2   | 4   | We must have more and improved affordable housing options for those in need. Increasing the number of quality low-cost housing options will help to reduce homelessness and help those in poverty to become self-sufficient. | <ul style="list-style-type: none"> <li>• Tracking system of current progress toward this goal to be established.</li> <li>• Consideration of a CSR (Gov't) / Community Board made up of key stakeholders to be established to help meet this goal.</li> <li>• Budget and road map to meet this goal to be established and promoted within CSR and with community stakeholders (this goal may include some of the properties identified in Goal 6 above).</li> </ul> |

Community Services and Revitalization Strategic Plan  
FY13-FY19

|   |   |       |     |   |   |
|---|---|-------|-----|---|---|
| 6 | Work internally, and with community partners, to proactively integrate financial empowerment strategies to guide low and moderate-income families along the pathway to financial stability. | 1,2,3 | 4   | By working with families and individuals to increase their financial capability we give them the tools they need to build assets, get better jobs, invest in their neighborhoods and potentially impact the tax base. | <ul style="list-style-type: none"> <li>• Tracking system of current progress toward this goal to be established.</li> <li>• CSR will provide financial empowerment services all eligible families that apply for emergency assistance through Neighborhood Place, with a goal of assisting 3,000 per year by 2017.</li> <li>• CSR will offer financial empowerment services to all clients throughout the Department.</li> <li>• Consideration of a CSR (Gov't) / Community Board made up of key stakeholders to be established to help meet this goal.</li> <li>• Track financial empowerment outcomes as reported by External Agency Funds, ESG and CDBG recipient agencies.</li> <li>• Establish tool to track repeat emergency services clients.</li> <li>• Reduce the number of repeat clients by 10%</li> </ul> |
| 7 | Work to end homelessness in Louisville by maximizing additional permanent housing resources and partnerships.   | 2,5   | 4,5 | Even chronically homeless individuals can become stable and/or self-sufficient in transitional housing with the necessary support services.   | <ul style="list-style-type: none"> <li>• Build on the existing strong relationships with homeless service agencies to partner on future homeless housing and service projects.</li> <li>• Increase emphasis on education, training, and budgeting/financial education to enable 25% of CSR Self-Sufficiency Services clients to increase their income by March 2014.</li> <li>• Sustain and add 75 additional homeless housing units over the next 6 years in collaboration with the Continuum of Care.</li> </ul>  |

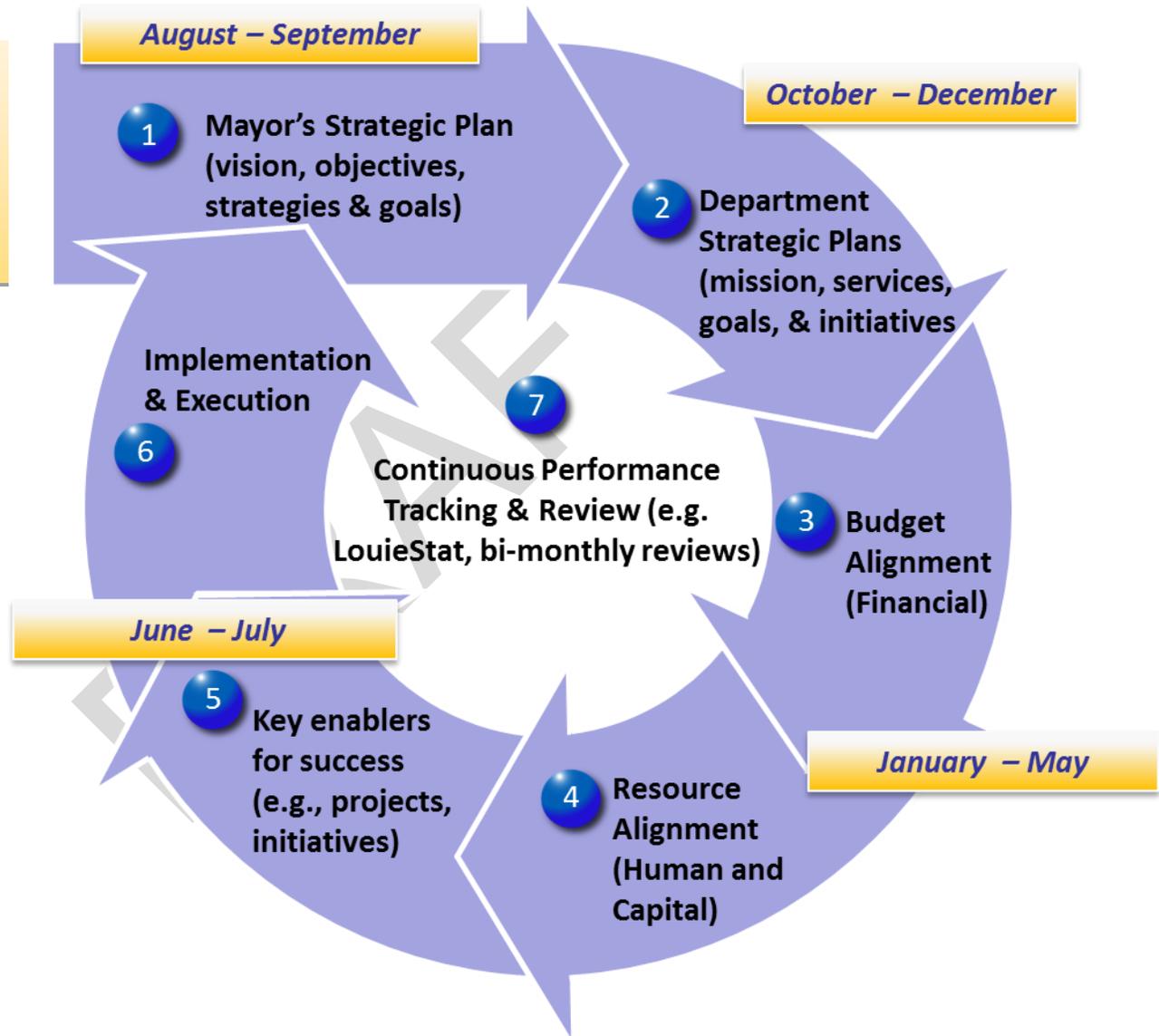
Community Services and Revitalization Strategic Plan  
FY13-FY19

|   |  |     |       |   |   |
|---|--|-----|-------|---|---|
| 8 | Expand the number and improve access to quality Out of School Time (OST) opportunities for youth in our community. | 1,5 | 1,4,5 | Research shows that youth who participate in quality, structured out of school time programs are more likely to graduate from high school and less likely to get involved in risky behaviors (such as crime, violence, drugs, alcohol, etc.). So that youth will have the skills and education to be self-reliant, healthy, engaged and economically thriving | <ul style="list-style-type: none"> <li>• Collaborate with JCPS to expand the number of OST/JCPS Learning Centers providing educational enhancement by 20%</li> <li>• Develop and implement a youth jobs skills training program that provides opportunities for job shadowing and internships for 100 youth</li> <li>• Lead development of an OST "System" to coordinate youth programs and services</li> <li>• Implement Youth Program Quality Standards for all out of school time providers</li> <li>• Develop and implement a training institute to aid in professionalizing the field of youth work, which will reduce staff turnover</li> </ul> |
|---|--|-----|-------|---|---|

**\*Innovation Delivery Team supported goal** - *In 2011, Bloomberg Philanthropies awarded Louisville a \$4.8 million grant to help bring innovation and breakthrough ideas to improve city services. Louisville was one of five large cities to receive a grant, which will be matched by \$1.6 million in local money. The money funds our Innovation Delivery Team (IDT), which works full-time with departments on problem solving to achieve the IDT related goals.*

### Louisville Metro Government (LMG) Planning Cycle

**Louisville Metro Planning Cycle**  
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.



### Louisville Metro Government Planning Calendar

| May  | June                  | July                     | August   | Sept.   | Oct.  | Nov. | Dec.  | Jan  | Feb   | March | April |
|--|-----------------------|--------------------------|--|---|---|------|---|--|---|-------|-------|
|  | Final Budget Released | Start of New Fiscal Year |  |   |   |      |   | Mayor Releases Strategic Plan  |   |       |       |
| Louisville Metro Current State Internal Assessment                                   |                       |                          | Louisville Metro Senior Leadership Visioning retreat | Refine Louisville Metro Goals & Tactics                         | Provide Draft Louisville Metro 6 Year Strategic Plan to Departments |      |   | Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1 |   |       |       |
| Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice) |                       |                          |  |   | Develop Department 6 Year Strategic Plans                           |      | Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans |  | Departments finalize 1 year Budgetary and Operational Plans |       |       |
|  |                       |                          |  | Departments conduct their own internal and external assessments |   |      |   |  |   |       |       |



# Community Service's Custom Built House



**Customer Value Proposition:** TBD

**Mission:** *The mission of the Department of Community Services is to improve the quality of life for all residents with an emphasis on poverty reduction and addressing the needs of vulnerable populations in the Louisville Metro Community.*

**Unique Features:** TBD ♦ TBD ♦ TBD ♦ TBD

**Strategic Results**

[Desired outcomes for the Strategic Theme columns below]

**Perspectives** (floors)

CLIENTS AND COMMUNITY

FINANCIAL STEWARDSHIP

INTERNAL PROCESSES

TEAM, TOOLS & TECHNOLOGY

Improve Quality of Life

Build the Brand

Strong Strategic Partnerships

Operational Excellence

Convenient ♦ Truthful ♦ Quality ♦ Timely ♦ Inclusive & Transparent ♦ Transparent ♦ Results



# DEPARTMENT OF COMMUNITY SERVICES

Welcome to the customer satisfaction survey for Louisville Metro Community Services. We appreciate your participation in this effort to improve our customer experience. Please answer the questions below.

## 1. Please select the site where you were served by Louisville Metro Community Services

- 810 Barret Avenue, First Floor
- 810 Barret Avenue, Third Floor
- Bridges of Hope Neighborhood Place
- Cane Run Neighborhood Place
- First Neighborhood Place, TJ Middle School
- Newburg Community Center
- Northwest Neighborhood Place, Shawnee High School
- South Central Neighborhood Place
- South Jefferson Neighborhood Place, Fairdale
- South Jefferson Neighborhood Place, Valley High School
- Ujima Neighborhood Place

## 2. I am satisfied with the overall quality of service I received

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### **3. Staff was courteous and helpful**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### **4. Staff was patient and did not rush**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### **5. Staff answered questions and provided necessary information**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### **6. Staff focused on my case and did not spend time with other issues or other people while with me**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### **7. I was seen within five minutes of my appointment**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

**8. I was given a clear understanding of what was required of me to receive services**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

**9. I felt comfortable in sharing private information with staff**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

**10. The area was appropriate for private conversations**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

**11. I felt that the information I provided would be kept confidential**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

**12. Facilities were clean**

- Strongly agree
- Agree

- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

**13. The office was conveniently located for me**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

**14. Please add any other comments, positive or negative, that you would like to share with the department leadership**

Next

**COMMONWEALTH OF KENTUCKY  
CABINET FOR HEALTH AND FAMILY SERVICES  
CSBG SFY 2016**

ATTACHMENT B1

Agency Name: Louisville Metro Community Action Partnership  
Address: 810 Barret Ave  
Louisville, KY 40204

Invoice Period: \_\_\_\_\_

Contract Number: \_\_\_\_\_  
Vendor Number: \_\_\_\_\_

**Complete if Carryover is included**

|                     |    |
|---------------------|----|
| SFY 2016 allocation | \$ |
| Carryover amount    | \$ |
| Carried from SFY    | \$ |
| Total               | \$ |

**Mark One:**

|                  |                                     |
|------------------|-------------------------------------|
| Original Budget: | <input checked="" type="checkbox"/> |
| Revised Budget:  | <input type="checkbox"/>            |
| Monthly Invoice: | <input type="checkbox"/>            |
| Final Invoice:   | <input type="checkbox"/>            |

**NASCSP  
SERVICE CATEGORIES**

| BUDGET / COST CATEGORIES           | APPROVED BUDGET     | CSBG ADMINISTRATION | EMPLOYMENT        | EDUCATION / SCHOLARSHIP | INCOME MANAGEMENT | HOUSING          | EMERGENCY SERVICES | NUTRITION         | LINKAGES          | SELF SUFFICIENCY  | HEALTH      | CURRENT MONTH EXPENDITURES | TOTAL EXPENSES YEAR- TO- DATE | AVAILABLE BALANCE |
|------------------------------------|---------------------|---------------------|-------------------|-------------------------|-------------------|------------------|--------------------|-------------------|-------------------|-------------------|-------------|----------------------------|-------------------------------|-------------------|
| <b>I. PERSONNEL:</b>               |                     |                     |                   |                         |                   |                  |                    |                   |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| A.) SALARIES / WAGES               | 623,000.00          | 118,000.00          |                   |                         |                   |                  |                    | 100,000.00        | 70,000.00         | 335,000.00        |             | 623,000.00                 | 623,000.00                    | 0.00              |
| B.) FRINGE BENEFITS                | 251,500.00          | 47,500.00           |                   |                         |                   |                  |                    | 40,000.00         | 29,000.00         | 135,000.00        |             | 251,500.00                 | 251,500.00                    | 0.00              |
| C.) CONSULTANT / CONTRACT SERVICES |                     |                     |                   |                         |                   |                  |                    |                   |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| <b>II. NON-PERSONNEL:</b>          |                     |                     |                   |                         |                   |                  |                    |                   |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| A.) SPACE COSTS                    | 9,200.00            |                     |                   |                         |                   |                  |                    |                   | 5,000.00          | 4,200.00          |             | 9,200.00                   | 9,200.00                      | 0.00              |
| B.) EQUIPMENT                      |                     |                     |                   |                         |                   |                  |                    |                   |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| C.) CONSUMABLE SUPPLIES            | 5,800.00            | 1,200.00            |                   |                         |                   |                  |                    | 200.00            | 800.00            | 3,600.00          |             | 5,800.00                   | 5,800.00                      | 0.00              |
| D.) UTILITIES                      |                     |                     |                   |                         |                   |                  |                    |                   |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| E.) TRANSPORTATION / TRAVEL        | 11,500.00           | 3,100.00            |                   |                         |                   |                  |                    |                   | 4,000.00          | 4,400.00          |             | 11,500.00                  | 11,500.00                     | 0.00              |
| F.) CLIENT SERVICES                | 597,682.00          |                     | 100,000.00        | 240,000.00              | 2,000.00          | 85,000.00        | 5,000.00           | 40,000.00         | 0.00              | 125,682.00        | 0.00        | 597,682.00                 | 597,682.00                    | 0.00              |
| G.) STAFF DEVELOPMENT              | 15,500.00           | 2,500.00            |                   |                         |                   |                  |                    |                   | 3,000.00          | 10,000.00         |             | 15,500.00                  | 15,500.00                     | 0.00              |
| H.) OTHER COSTS                    | 39,600.00           | 7,900.00            |                   |                         |                   |                  | 4,900.00           | 100.00            | 11,300.00         | 15,400.00         |             | 39,600.00                  | 39,600.00                     | 0.00              |
| <b>III. INDIRECT COSTS:</b>        |                     |                     |                   |                         |                   |                  |                    |                   |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| <b>TOTALS</b>                      | <b>1,553,782.00</b> | <b>180,200.00</b>   | <b>100,000.00</b> | <b>240,000.00</b>       | <b>2,000.00</b>   | <b>85,000.00</b> | <b>9,900.00</b>    | <b>180,300.00</b> | <b>123,100.00</b> | <b>633,282.00</b> | <b>0.00</b> | <b>1,553,782.00</b>        | <b>1,553,782.00</b>           | <b>0.00</b>       |
| <b>APPROVED BUDGET</b>             | <b>1,553,782.00</b> |                     |                   |                         |                   |                  |                    |                   |                   |                   |             |                            |                               |                   |

SFY 2015 Allocation

Executive Director: \_\_\_\_\_ Date: \_\_\_\_\_

Carryover Amount

CSBG Director: \_\_\_\_\_ Date: \_\_\_\_\_

Total

Finance Director: \_\_\_\_\_ Date: \_\_\_\_\_

**Cabinet For Health and Family Services  
Community Services Block Grant  
Local In-Kind Match Certification**

Attachment B2  
SFY 2016

| CODE | BUDGET/COST CATEGORIES              | PROJECTED EXPENDITURES BY BUDGET/COST CATEGORIES BY THE SFY (FROM ATTACHMENT B1) | AGENCY CERTIFICATION OF IN-KIND EXPENDITURES |
|------|-------------------------------------|--|--|
| 1    | SALARIES/WAGES                      | \$623,000  |  |
| 2    | FRINGE BENEFITS                     | \$251,500  |  |
| 3    | CONSULTANT/CONTRACT SERVICE         | \$0  | \$85,000                                     |
| 4    | SPACE COSTS                         | \$9,200  | \$42,640                                     |
| 5    | EQUIPMENT                           | \$0  |  |
| 6    | CONSUMABLE SUPPLIES                 | \$5,800  |  |
| 7    | UTILITIES                           | \$0  |  |
| 8    | TRANSPORTATION/TRAVEL               | \$11,500   |  |
| 9    | CLIENT SERVICES                     | \$597,682  |  |
| 10   | STAFF DEVELOPMENT                   | \$15,500   |  |
| 11   | OTHER                               | \$39,600   | \$550,000                                    |
| 12   | INDIRECT                            | \$0  | \$152,338                                    |
|      | <b>TOTAL PROJECTED EXPENDITURES</b> | <b>1,553,782</b>   | <b>\$829,978</b>                             |

I Certify that the total in-kind expenditures herein reported and designated in the categories above is from funds that are eligible for matching to cover the 20% required in local in-kind match. Signatures:

CSBG Director \_\_\_\_\_ Date \_\_\_\_\_

CFO \_\_\_\_\_ Date \_\_\_\_\_

Executive Director \_\_\_\_\_ Date \_\_\_\_\_

**Percentage (%) of staff time projected to be spent in each CSBG service category**

(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

| Staff Title                       | Program Duties                                     | Administration | Employment | Education | Income Management | Housing | Emergency Services | Nutrition | Linkages | Self-Sufficiency | Health |
|-----------------------------------|--|----------------|------------|-----------|-------------------|---------|--------------------|-----------|----------|------------------|--------|
| Social Service Program Specialist | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |
| Social Service Program Specialist | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |
| Social Service Program Specialist | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |
| Social Service Program Specialist | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |
| Social Service Program Specialist | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |



**Percentage (%) of staff time projected to be spent in each CSBG service category**

(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

| Staff Title                        | Program Duties  | Administration | Employment | Education | Income Management | Housing | Emergency Services | Nutrition | Linkages | Self-Sufficiency | Health |
|------------------------------------|---|----------------|------------|-----------|-------------------|---------|--------------------|-----------|----------|------------------|--------|
| Senior Social Worker               | Administer direct services to high-barrier program participants     |                |            |           |                   |         |                    |           |          | 100%             |        |
| Social Service Program Coordinator | Engage and develop agency vendors<br><br>Coordinate direct services |                |            |           |                   |         |                    |           |          | 100%             |        |
| Social Service Program Supervisor  | Supervise self-sufficiency program staff                            |                |            |           |                   |         |                    |           |          | 100%             |        |
| Social Service Program Supervisor  | Supervise nutrition program staff                                   |                |            |           |                   |         |                    | 33%       |          |                  |        |



**Percentage (%) of staff time projected to be spent in each CSBG service category**

(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

| Staff Title                               | Program Duties  | Administration | Employment | Education | Income Management | Housing | Emergency Services | Nutrition | Linkages | Self-Sufficiency | Health |
|---|---|----------------|------------|-----------|-------------------|---------|--------------------|-----------|----------|------------------|--------|
| <b>Social Service Program Coordinator</b> | Oversee compliance and general administration of nutrition programs |                |            |           |                   |         |                    | 33%       |          |                  |        |
| <b>Social Service Program Specialist</b>  | Coordinate and train nutrition program staff                        |                |            |           |                   |         |                    | 33%       |          |                  |        |
| <b>Social Service Program Specialist</b>  | Coordinate and train nutrition program staff                        |                |            |           |                   |         |                    | 33%       |          |                  |        |
| <b>Social Service Program Specialist</b>  | Coordinate and train nutrition program staff                        |                |            |           |                   |         |                    | 33%       |          |                  |        |



**Percentage (%) of staff time projected to be spent in each CSBG service category**

(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

| Staff Title                      | Program Duties                              | Administration | Employment | Education | Income Management | Housing | Emergency Services | Nutrition | Linkages | Self-Sufficiency | Health |
|----------------------------------|---|----------------|------------|-----------|-------------------|---------|--------------------|-----------|----------|------------------|--------|
| Social Service Program Assistant | Support nutrition programs service delivery |                |            |           |                   |         |                    | 33%       |          |                  |        |
| Social Service Program Assistant | Support nutrition programs service delivery |                |            |           |                   |         |                    | 33%       |          |                  |        |
| Social Service Program Assistant | Support nutrition programs service delivery |                |            |           |                   |         |                    | 33%       |          |                  |        |
| Social Service Technician        | Support nutrition programs service delivery |                |            |           |                   |         |                    | 20%       |          |                  |        |



**Percentage (%) of staff time projected to be spent in each CSBG service category**

(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

| Staff Title                          | Program Duties  | Administration | Employment | Education | Income Management | Housing | Emergency Services | Nutrition | Linkages    | Self-Sufficiency | Health |
|--------------------------------------|---|----------------|------------|-----------|-------------------|---------|--------------------|-----------|-------------|------------------|--------|
| <b>Public Information Specialist</b> | Facilitate agency PR efforts<br><br>Communicate agency efforts and programs to the public |                |            |           |                   |         |                    |           | <b>100%</b> |                  |        |
| <b>Administrative Specialist</b>     | Partnership development<br><br>Coordinate partnership activities                          |                |            |           |                   |         |                    |           | <b>50%</b>  |                  |        |
| <b>Grants Coordinator</b>            | Oversee compliance of CSBG programing<br><br>Develop strategic partnerships               | <b>75%</b>     |            |           |                   |         |                    |           | <b>25%</b>  |                  |        |
| <b>Information Systems Analyst</b>   | Provide IT support for agency systems and staff   | <b>66%</b>     |            |           |                   |         |                    |           |             |                  |        |



**Percentage (%) of staff time projected to be spent in each CSBG service category**

(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

| Staff Title                     | Program Duties  | Administration | Employment | Education | Income Management | Housing | Emergency Services | Nutrition | Linkages | Self-Sufficiency | Health |
|---------------------------------|---|----------------|------------|-----------|-------------------|---------|--------------------|-----------|----------|------------------|--------|
| <b>Administrative Assistant</b> | Provide general administrative support to agency programs and the board | 100%           |            |           |                   |         |                    |           |          |                  |        |
| <b>Personnel Specialist</b>     | Provide payroll and HR support for agency staff                         | 50%            |            |           |                   |         |                    |           |          |                  |        |

**Signatures:**

**CSBG Director** \_\_\_\_\_ **Date** \_\_\_\_\_

**CFO** \_\_\_\_\_ **Date** \_\_\_\_\_

**Executive Director** \_\_\_\_\_ **Date** \_\_\_\_\_



**Attachment C 2016 MEMBERS OF THE BOARD OF DIRECTORS**

| <p align="center"><b><u>REPRESENTATIVES OF THE ELECTED<br/>PUBLIC SECTOR</u></b><br/>(1/3 of the members)<br/><br/>Names, addresses and phone numbers :</p>   | <p align="center"><b><u>REPRESENTATIVES OF LOW-INCOME<br/>INDIVIDUALS AND FAMILIES</u></b><br/>(at least 1/3 of the members)<br/><br/>Names, addresses and phone numbers:</p> | <p align="center"><b><u>REPRESENTATIVES OF THE PRIVATE<br/>SECTOR</u></b><br/>(the remainder of the members)<br/><br/>Names, addresses, and phone numbers:</p> |
|---|---|--|
| <p>Title of Public Official:<br/>The Honorable Greg Fischer, Mayor<br/>Louisville Metro Government<br/>527 W. Jefferson St.<br/>Louisville, KY 40202<br/>(502) 574-2003</p>                               | <p>Jo Ann Orr<br/>1824 Oehrle Dr<br/>Louisville, KY 40216<br/>502-447-0975</p>  | <p>Janet A. Jernigan<br/>Just Solutions Mediation Services<br/>410 W. Chestnut St., Ste. #628<br/>Louisville, KY 40202-2324<br/>502-581-1961</p>               |
| <p>Title of Public Official (Alternate):<br/>Anthony D. Smith, Director<br/>Louisville Metro Safe &amp; Healthy Neighborhoods<br/>527 West Jefferson Street<br/>Louisville, KY 40202<br/>502-574-2029</p> | <p>Velma Martin<br/>4908 Shasta Trail<br/>Louisville, KY 40218<br/>502-882-2838</p>   | <p>Jeff Been<br/>Legal Aid Society<br/>416 W. Muhammad Ali Blvd.<br/>Louisville, KY 40202<br/>502-614-3100</p>   |
| <p>Title of Public Official:<br/>Jackie Stamps, Director<br/>Cab. for Health &amp; Family Services<br/>908 W. Broadway, 4 East<br/>Louisville, KY 40203<br/>502-595-4732</p>                              | <p>Jamesetta Ferguson<br/>5609 Billtown Road<br/>Louisville, KY 40299<br/>502-267-8064</p>  | <p>Tamara Russell<br/>University of Louisville<br/>2301 S. 3<sup>rd</sup> Street<br/>Louisville, KY 40292<br/>502-852-6656</p>                                 |

| <b><u>Attachment C 2016 MEMBERS OF THE BOARD OF DIRECTORS</u></b>   |  |   |
|---|--|---|
| <b><u>REPRESENTATIVES OF THE ELECTED<br/>PUBLIC SECTOR</u></b><br>(1/3 of the members)<br><br>Names, addresses and phone numbers :  | <b><u>REPRESENTATIVES OF LOW-INCOME<br/>INDIVIDUALS AND FAMILIES</u></b><br>(at least 1/3 of the members)<br><br>Names, addresses and phone numbers: | <b><u>REPRESENTATIVES OF THE PRIVATE<br/>SECTOR</u></b><br>(the remainder of the members)<br><br>Names, addresses, and phone numbers: |
| Title of Public Official:<br>Tim Barry, Director<br>Louisville Metro Housing Authority<br>420 S Eighth St.<br>Louisville, KY 40203<br>502-569-3423  | Margaret Reynolds<br>1225 Carrico Avenue<br>Louisville, KY 40215<br>502-365-3758   | Debbie Presley<br>Kentucky Telco Federal Credit Union<br>3740 Bardstown Road<br>Louisville, KY 40218<br>502-459-3000                  |
| Title of Public Official:<br>Scott Love, Economic Development Coordinator<br>Louisville Metro Economic Growth & Innovation<br>2900 W. Broadway, Suite 300<br>Louisville, KY 40211<br>502-574-1143 | Tia Brown<br>7216 Chestnut Tree Ln.<br>Louisville, KY 40291<br>502-510-4111 (Home)   | <b>VACANT</b>   |
| Title of Public Official:<br>Tera West, Senior Program Director<br>KentuckianaWorks<br>410 W. Chestnut Street, Suite 200<br>Louisville, KY 40202<br>502-574-4359                                  |  |   |

Total Number of Seats \_\_\_\_\_ Number of Vacancies (Attach explanation of vacancies) \_\_\_\_\_ CFO Signature \_\_\_\_\_

Executive Director Signature \_\_\_\_\_ CSBG Director or Designee Signature \_\_\_\_\_ Date \_\_\_\_\_

**Logic Model**

**Program: Education**

**Family**

**Agency**

**Community**

| Identified Problem, Need, Situation  | Service or Activity<br><br>Identify the timeframe,<br><br>Identify the # of clients served or the # of units offered. | Outcome  | Outcome/Indicator<br><br><u>Projected # and % of clients who will achieve each outcome.</u><br><br>or<br><u>Projected # and % of units expected to be achieved</u>  | Action Results<br><br><u>Actual # and % of clients who achieve each outcome.</u><br><br>or<br><u>Actual # and % of units achieved.</u> | Measurement Tool  | Data Source, Collection Procedure, Personnel   | Frequency of Data Collection and Reporting   |
|--|---|--|---|--|---|--|--|
| (1) Planning   | (2) Intervention  | (3) Intervention   | (4) Intervention  | (5) Impact   | (6) Accountability  | (7) Accountability   | (8) Accountability   |
| College seniors lack financial supports needed for college graduation              | Provide 30 scholarships to college seniors from July 1, 2015 to June 30, 2016   | College seniors gain financial supports needed for college graduation              | 18 out of 30, or 60% of participants will graduate from college before June 30, 2016  |  | Student Records<br><br>Verification of degree attainment  | Case managers follow up with scholarship recipients monthly and maintain records in participant case file<br><br>Case managers follow up with school to confirm graduation and obtain verification | Weekly data input by case managers into database<br><br>Monthly follow-up with participants<br><br>Quarterly reporting |
| Families lack access to affordable, quality pre-school programs for their children | Provide 35 pre-school scholarships to families from July 1, 2015 to June 30, 2016                                     | Families gain access to affordable, quality pre-school programs for their children | 35 out of 35, or 100% of families will obtain access to affordable, quality pre-school programs for their children<br><br>19 out of 35 children enrolled in pre-school, or 55% of children will be prepared to enter Kindergarten |  | Proof of enrollment from pre-school<br><br>Verification of Kindergarten readiness from pre-school | Case managers follow up with parents and pre-school on a monthly basis and maintain verification in participant case files   | Weekly data input by case managers into database<br><br>Monthly follow-up with participants<br><br>Quarterly reporting |

|   |   |   |   |  |  |   |   |
|---|---|---|---|--|--|---|---|
| <p>Individuals lack supports needed to meet education goals</p> | <p>Provide supports to alleviate education goal barriers to 20 individuals enrolled in GED or a postsecondary degree program from July 1, 2015 to June 30, 2016</p> | <p>Individuals gain supports needed to meet education goals</p> | <p>12 out of 20, or 60% of participants will gain supports needed to meet education goals</p> |  | <p>Student Records<br/>Verification of semester completion</p> | <p>Case managers follow up with recipients monthly and maintain records in participant case file<br/><br/>Case managers follow up with school to confirm graduation and obtain verification</p> | <p>Weekly data input by case managers into database<br/><br/>Monthly follow-up with participants<br/><br/>Quarterly reporting</p> |
|---|---|---|---|--|--|---|---|

**Mission:** The mission of the Department of Community Services is to "improve the quality of life for all residents with an emphasis on poverty reduction and addressing the needs of vulnerable populations in the Louisville Metro Community."

**Proxy Outcome:**

DRAFT

## Logic Model

**Program: Employment**

**Family**

**Agency**

**Community**

| <b>Identified Problem, Need, Situation</b>                      | <b>Service or Activity</b><br><br>Identify the timeframe,<br><br>Identify the # of clients served or the # of units offered. | <b>Outcome</b>  | <b>Outcome/Indicator</b><br><br><u>Projected # and % of clients who will achieve each outcome.</u><br><br>or<br><br><u>Projected # and % of units expected to be achieved</u>  | <b>Action Results</b><br><br><u>Actual # and % of clients who achieve each outcome.</u><br><br>or<br><br><u>Actual # and % of units achieved.</u> | <b>Measurement Tool</b>  | <b>Data Source, Collection Procedure, Personnel</b>  | <b>Frequency of Data Collection and Reporting</b>   |
|---|--|---|--|---|--|--|---|
| (1) Planning  | (2) Intervention   | (3) Intervention  | (4) Intervention   | (5) Impact  | (6) Accountability   | (7) Accountability   | (8) Accountability  |
| Individuals lack specialized skills needed to obtain employment | Provide specialized job training to 25 individuals from July 1, 2015 to June 30, 2016  | Individuals gain specialized skills needed to obtain employment | 19 out of 25, or 76% will obtain certification in a specialized skill<br><br>12 out of 19, or 63% individuals who complete specialized job training will obtain employment<br><br>11 out of 19, or 60% will maintain employment for at least 90 days<br><br>9 out of 19, or 47% will obtain an increase in employment income or benefits<br><br>19 out of 19, or 100% will obtain living wage employment |   | Proof of Certification<br><br>School Records<br><br>Employment verifications (forms, paystubs, letters from employers) | Case record which includes certificates from participants or training vendors, updated resumes, verification of applications submitted, documentation of employment offers<br><br>Case record. Case managers obtain from participant or participant's employer | Weekly data input by case managers into database<br><br>Monthly follow-up with vendors/ participants<br><br>Quarterly Reporting |

|  |  |  |  |  |  |   |  |
|--|--|--|--|--|--|---|--|
| <p>Individuals lack supports needed to obtain employment</p>   | <p>Provide resume writing, interview skill, job search, and employment barrier supports to 50 individuals from July 1, 2015 to June 30, 2016</p>   | <p>Individuals gain supports needed to obtain employment</p>                                     | <p>30 out of 50, or 60% of individuals enrolled will obtain employment</p> <p>37 out of 50, or 74% of individuals will maintain employment for 90 days</p> <p>20 out of 50, or 40% of individuals will obtain an increase in employment income or benefits</p> <p>30 out of 50, or 60% of individuals will obtain living wage employment</p>   |  | <p>Employment verifications (forms, paystubs, letters from employers)</p>  | <p>Case record which includes updated resumes, verification of applications submitted, documentation of employment offers</p> <p>Case record. Case managers obtain from participant or participant's employer</p>   | <p>Weekly data input by case managers into database</p> <p>Monthly follow-up with participants</p> <p>Quarterly Reporting</p>      |
| <p>Low and moderate income entrepreneurs lack the resources to open and sustain microenterprises</p> | <p>Provide specialized business training to 50 entrepreneurs and their staff from July 1, 2015 to June 30, 2016</p> <p>Provide loans to 30 microenterprises from July 1, 2015 to June 30, 2016</p> | <p>Low and moderate income entrepreneurs gain resources to open and sustain microenterprises</p> | <p>35 out of 50, or 70% of individuals will obtain specialized business training and certifications</p> <p>5 out of 30, or 17% will open their business for the first time as a result of assistance and obtain employment</p> <p>30 out of 30, or 100% of microenterprise owners will maintain employment for 90 days</p> <p>10 out of 30, or 33% will see an increase in their employment income</p> |  | <p>Certification certificates</p> <p>Training records</p> <p>Proof of business registration</p> <p>Proof of continued business activity via company records</p> <p>Tax documents</p> <p>Profit and loss statements</p> | <p>Case record. Case managers obtain certificates from training vendors</p> <p>Case record. Case managers obtain from participant</p> <p>Case record. Case managers obtain from participant</p> <p>Case record. Case managers obtain from participant or participant's accountant</p> | <p>Weekly data input by case managers into database</p> <p>Bi-monthly monitoring of loan recipients</p> <p>Quarterly reporting</p> |

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**Proxy Outcome:**

## Logic Model

**Program:**    **Housing**

**X Family**

**Agency**

**Community**

| Identified Problem, Need, Situation  | Service or Activity<br><br>Identify the timeframe,<br><br>Identify the # of clients served or the # of units offered.                | Outcome  | Outcome/Indicator<br><br><u>Projected # and % of clients who <b>will</b> achieve each outcome.</u><br><br>or<br><u>Projected # and % of units <b>expected</b> to be achieved</u> | Action Results<br><br><u>Actual # and % of clients who <b>achieve</b> each outcome.</u><br><br>or<br><u>Actual # and % of units <b>achieved</b>.</u> | Measurement Tool  | Data Source, Collection Procedure, Personnel   | Frequency of Data Collection and Reporting  |
|--|--|--|--|--|---|--|---|
| (1) Planning   | (2) Intervention   | (3) Intervention   | (4) Intervention   | (5) Impact   | (6) Accountability  | (7) Accountability   | (8) Accountability  |
| Families lack housing stability while working towards self-sufficiency goals | Provide rental assistance to 55 families engaged in comprehensive family case management services from July 1, 2015 to June 30, 2016 | Families obtain housing stability while working towards self-sufficiency goals | 55 out of 55, or 100% of families will obtain housing stability while working towards self-sufficiency goals   |  | Rental assistance applications and follow-up with landlords | Case managers obtain verification of receipt of assistance from landlords of program participants to maintain in participant files | Weekly data input by case managers into database<br><br>Monthly follow-up by case managers with participants and landlords<br><br>Quarterly Reporting |

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**Proxy Outcome:**

### Logic Model

**Program: Self-Sufficiency**

**Family**

**Agency**

**Community**

| Identified Problem, Need, Situation  | Service or Activity<br><br>Identify the timeframe,<br><br>Identify the # of clients served or the # of units offered.                      | Outcome  | Outcome/Indicator<br><br><u>Projected # and % of clients who will achieve each outcome.</u><br><br>or<br><u>Projected # and % of units expected to be achieved</u>                                     | Action Results<br><br><u>Actual # and % of clients who achieve each outcome.</u><br><br>or<br><u>Actual # and % of units achieved.</u> | Measurement Tool  | Data Source, Collection Procedure, Personnel   | Frequency of Data Collection and Reporting   |
|--|--|--|--|--|---|--|--|
| (1) Planning   | (2) Intervention   | (3) Intervention   | (4) Intervention   | (5) Impact   | (6) Accountability  | (7) Accountability   | (8) Accountability   |
| Families need comprehensive, holistic family case management services                        | Provide comprehensive family case management services to 150 families from July 1, 2015 through June 30, 2016                              | Families receive comprehensive, holistic family case management services                     | 150 out of 150 families, or 100% will receive comprehensive family case management services<br><br>100 out of 150, or 66% of families enrolled in services will successfully complete their case plans |  | Progress and Achievement plans<br><br>Verification of goals completed (i.e. proof of increase in income, employment, benefits, etc.). | Case managers maintain information in participant files and CASTiNET at time of service.<br><br>Case managers assess progress toward goals every 90 days | Weekly data input by case managers into database<br><br>Monthly follow-up with participants<br><br>Quarterly Reporting |
| Individuals lack access to affordable childcare while working towards self-sufficiency goals | Provide payments on behalf of 20 program participants to qualified childcare providers for children between July 1, 2015 and June 30, 2016 | Individuals gain access to affordable childcare while working towards self-sufficiency goals | 20 out of 20, or 100% of program participants will obtain access to affordable childcare for their children  |  | Application for childcare assistance<br><br>Verification of enrollment from childcare provider  | Case managers maintain information in participant files and CASTiNET at time of service.<br><br>Case managers assess progress toward goals every 90 days | Data entered at time of assistance.<br><br>90 day assessments completed by case managers<br><br>Quarterly reporting    |

|  |   |   |   |  |  |   |  |
|--|---|---|---|--|--|---|--|
| <p>Individuals lack transportation while working towards self-sufficiency goals</p>                                  | <p>Provide monthly transportation assistance to 65 families from July 1, 2015 to June 30, 2014</p>  | <p>Individuals gain access to transportation while working towards self-sufficiency goals</p> | <p>65 out of 65, or 100% of individuals will obtain access to transportation while working towards self-sufficiency goals</p> |  | <p>Application for transportation assistance</p> <p>Verification of assistance rendered</p>  | <p>Case managers maintain information in participant files and CASTiNET at time of service.</p> <p>Case managers assess progress toward goals every 90 days</p> | <p>Weekly data input by case managers into database</p> <p>90 day assessments completed by case managers</p> <p>Quarterly Reporting</p>        |
| <p>Low-income children lack enrichment opportunities</p>   | <p>Provide enrichment scholarships to 20 children from July 1, 2015 to June 30, 2016</p>  | <p>Low-income children gain enrichment opportunities</p>                                      | <p>20 out of 20, or 100% of children will increase academic, athletic, or social skills for school success</p>                |  | <p>Verification of attendance at enrichment program providing in academic, athletic, or social skills</p>                                | <p>Case manager obtains verification of receipt of assistance from vendor to maintain in participant files</p>  | <p>Weekly data input by case managers into database</p> <p>Monthly follow-up by case managers with participants</p> <p>Quarterly Reporting</p> |
| <p>Individuals experience varying barriers not always met by other programs on their journey to self-sufficiency</p> | <p>Provide assistance in removing barriers to self-sufficiency to 20 individuals engaged in comprehensive family case management from July 1, 2014 to June 30, 2015</p> | <p>Individuals do not experience barriers to self-sufficiency</p>                             | <p>20 out of 20, or 100% will not experience identified barrier to self-sufficiency as a result of assistance from LMCAP</p>  |  | <p>Verification of identified barrier removal such as copy of photo id, receipt from purchase of uniform, proof of expungement, etc.</p> | <p>Case manager obtains verification of receipt of assistance from vendor to maintain in participant files</p>  | <p>Weekly data input by case managers into database</p> <p>Monthly follow-up by case managers with participants</p> <p>Quarterly Reporting</p> |

|   |   |  |   |  |   |   |  |
|---|---|--|---|--|---|---|--|
| <p>Youth aging out of foster care lack a stable environment while working on needed independent living skills</p> | <p>Provide 40 youth aging out of foster care with housing vouchers and independent living skill training between July 1, 2014 and June 30, 2015</p> | <p>Youth aging out of foster care gain a stable environment while working on independent living skills</p> | <p>34 out of 40, or 85% of program participants will obtain or maintain safe and affordable housing</p> <p>20 out of 40, or 50% of program participants will report an increase in needed independent living skills</p> |  | <p>Rental assistance applications and follow-up with landlords</p> <p>Program skill assessments as required by funder</p> | <p>Case managers obtain verification of receipt of assistance from landlords of program participants to maintain in participant files</p> <p>Case managers perform program skill assessments as required to maintain in participant files</p> | <p>Weekly data input by case managers into database</p> <p>Monthly follow-up by case managers with participants and landlords</p> <p>Quarterly Reporting</p> |
|---|---|--|---|--|---|---|--|

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**Proxy Outcome:**

DRAFT

**Logic Model**

**Program: Income Management**

**X Family**

**Agency**

**Community**

| Identified Problem, Need, Situation                                 | Service or Activity<br><br>Identify the timeframe,<br><br>Identify the # of clients served or the # of units offered.   | Outcome   | Outcome/Indicator<br><br><u>Projected # and % of clients who will achieve each outcome.</u><br><br>or<br><br><u>Projected # and % of units expected to be achieved</u>  | Action Results<br><br><u>Actual # and % of clients who achieve each outcome.</u><br><br>or<br><br><u>Actual # and % of units achieved.</u> | Measurement Tool   | Data Source, Collection Procedure, Personnel   | Frequency of Data Collection and Reporting   |
|---|---|---|---|--|--|--|--|
| (1) Planning  | (2) Intervention  | (3) Intervention  | (4) Intervention  | (5) Impact   | (6) Accountability   | (7) Accountability   | (8) Accountability   |
| Individuals lack financial tools and resources for money management | <p>Provide financial education courses to 40 individuals from July 1, 2015 to June 30, 2016</p> <p>Provide financial education and budgeting supports to 30 people enrolled in comprehensive family case management</p> | Individuals gain financial tools and resources for money management | <p>24 out of 40, or 60% will graduate financial education programming</p> <p>12 out of 24, or 50% will maintain a budget for 90 days</p> <p>15 out of 30, or 50% will maintain a budget for 90 days</p> <p>5 out of 30, or 16% will show an increase in savings</p> |  | <p>Graduation certificates</p> <p>Budget sheets</p> <p>Budget sheets</p> <p>Bank statements or other documentation showing savings</p> | Case record. Case manager obtains verification from participants and maintains in participant's case file and CASTiNET | <p>Weekly data input by case managers into database</p> <p>Monthly follow-up by case managers with participants</p> <p>Quarterly Reporting</p> |

**Mission:** The mission of the Department of Community Services is to "improve the quality of life for all residents with an emphasis on poverty reduction and addressing the needs of vulnerable populations in the Louisville Metro Community."

**Proxy Outcome:**

**Logic Model**

**Program: Nutrition**

**X Family**

Agency

Community

| Identified Problem, Need, Situation   | Service or Activity<br><br>Identify the timeframe,<br><br>Identify the # of clients served or the # of units offered.   | Outcome   | Outcome/Indicator<br><br><u>Projected # and % of clients who will achieve each outcome.</u><br><br>or<br><u>Projected # and % of units expected to be achieved</u> | Action Results<br><br><u>Actual # and % of clients who achieve each outcome.</u><br><br>or<br><u>Actual # and % of units achieved.</u> | Measurement Tool                         | Data Source, Collection Procedure, Personnel  | Frequency of Data Collection and Reporting   |
|---|---|---|--|--|--|---|--|
| (1) Planning  | (2) Intervention  | (3) Intervention  | (4) Intervention   | (5) Impact   | (6) Accountability                       | (7) Accountability  | (8) Accountability   |
| Senior citizens and people with disabilities lack transportation needed to access nutritious food | Provide 80 senior citizens and people with disabilities monthly transportation assistance to help get them to congregate meal sites around the city for the period of July 1, 2015 to June 30, 2016 | Senior citizens and people with disabilities gain transportation needed to access nutritious food | 80 out of 80, or 100% of eligible individuals will gain access to nutritious food via congregate meal sites  |  | Attendance logs at congregate meal sites | Program Manager reviews attendance logs to verify eligibility monthly   | Monthly data input by staff into database<br><br>Quarterly bulk reporting of meals served<br><br>Quarterly Reporting |
| Children on free and reduced lunch lack access to nutritious food over summer break               | Provide meals to 1200 children on free and reduced lunch from July 1, 2015 to June 30, 2016   | Children on free and reduced lunch gain access to nutritious food over summer break               | 1200 out of 1200, or 100% of children obtain access to nutritious food over summer break   |  | Monitoring forms from food sites         | Staff obtains monitoring forms during weekly visits at food sites<br><br>Program coordinator maintains records of meals and children served in site files | Bulk reporting into database completed when program closes   |

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**Proxy Outcome:** Receipt of meal is a proxy for improved health as a result of adequate nutrition

**Logic Model**

**Program: Emergency Services**

**Family**

**Agency**

**Community**

| Identified Problem, Need, Situation                    | Service or Activity<br><br>Identify the timeframe,<br><br>Identify the # of clients served or the # of units offered. | Outcome  | Outcome/Indicator<br><br><u>Projected # and % of clients who will achieve each outcome.</u><br><br>or<br><u>Projected # and % of units expected to be achieved</u> | Action Results<br><br><u>Actual # and % of clients who achieve each outcome.</u><br><br>or<br><u>Actual # and % of units achieved.</u> | Measurement Tool  | Data Source, Collection Procedure, Personnel   | Frequency of Data Collection and Reporting  |
|--|---|--|--|--|---|--|---|
| (1) Planning   | (2) Intervention  | (3) Intervention                                       | (4) Intervention   | (5) Impact   | (6) Accountability  | (7) Accountability   | (8) Accountability  |
| Families lack resources to handle emergency situations | Provide 15 families with financial assistance to address emergency situations from July 1, 2015 to June 30, 2016      | Families gain resources to handle emergency situations | 15 out of 15, or 100% of families will gain needed resources to handle emergency situation   |  | Verification of crisis/emergency need<br><br>Proof payment resulted in alleviation of emergency need<br><br>Rental/Utility checks cut<br><br>Participant report | Case record. Case manager obtains verification from participants and maintains in participant's case file and CASTiNET | Weekly data input by case managers into database<br><br>Monthly follow-up by case managers with participants<br><br>Quarterly Reporting |

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**Proxy Outcome:**

# Strategic Planning and Performance Report (SPP Report)

Name of Agency Reporting: LMCAP/Community Services

Reporting Period:

July 1, 2015 to June 30, 2016

## Goal 1: Low-income people become more self-sufficient.

| National Performance Indicator 1.1<br>(Guide Pages 16-18)   | I.) Number of<br>Participants<br>Enrolled in<br>Program(s) | II.) Number of<br>Participants<br>Expected to<br>Achieve<br>Outcome in<br>Reporting<br>Period (Target) | III.) Number of<br>Participants<br>Achieving<br>Outcome in<br>Reporting<br>Period<br>(Actual) | IV.) Percentage<br>Achieving<br>Outcome in<br>Reporting<br>Period<br>[III/II=IV] |  |
|---|--|--|---|--|--|
| Employment  | (#)  | (#)  | (#)   | (%)  |  |
| The number and percentage of low-income participants who get a job or become self-employed, as a result of Community Action Assistance, as measured by one or more of the following:                                |  |  |   |  |  |
| A. Unemployed and obtained a job  | #  | 35   |   |  | Case management programming, Microbusiness   |
| B. Employed and maintained a job for at least 90 days   | #  | 67   |   |  | Case management programming, Microbusiness   |
| C. Employed and obtained an increase in employment income and/or benefits   | #  | 30   |   |  | Case management programming, Microbusiness   |
| D. Achieved "living wage" employment and/or benefits  | #  | 40   |   |  | Case management programming, Microbusiness   |
| National Performance Indicator 1.2<br>(Guide Pages 21-24)   | I.) Number of<br>Participants<br>Enrolled in<br>Program(s) | II.) Number of<br>Participants<br>Achieving<br>Outcome in<br>Reporting<br>Period                       |   |  |  |
| Employment Supports   | (#)  | (#)  |   |  |  |
| The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from Community Action, as measured by <u>one or more</u> of the following: |  |  |   |  |  |
| A. Obtained skills/competencies required for employment   | #  | #  |   |  | Short-Term Job Training, Microbusiness   |
| B. Completed ABE/GED and received certificate or diploma  | #  | #  |   |  | Case management programming  |
| C. Completed post-secondary education program and obtained certificate or diploma   | #  | #  |   |  | College Scholarship, Case management programming                                     |
| D. Enrolled children in before or after school programs   | #  | #  |   |  | Youth Enrichment Scholarships, Youth outreach and education                          |
| E. Obtained care for child or other dependent   | #  | #  |   |  | Preschool Scholarships, Childcare supportive services, Youth Enrichment Scholarships |
| F. Obtained access to reliable transportation and/or driver's license   | #  | #  |   |  | Transportation supportive services   |
| G. Obtained health care services for themselves or a family member  | #  | #  |   |  | ACA Activities   |
| H. Obtained and/or maintained safe and affordable housing   | #  | #  |   |  | Housing supportive services  |
| I. Obtained food assistance   | #  | #  |   |  | Dare to Care   |
| J. Obtained non-emergency LIHEAP energy assistance  | #  | #  |   |  | LIHEAP   |
| K. Obtained non-emergency WX energy assistance  | #  | #  |   |  | Weatherization   |
| L. Obtained other non-emergency service (State/local/private energy programs. <b>Do Not Include LIHEAP or WX</b> )  | #  | #  |   |  | Housing supportive services  |

# Strategic Planning and Performance Report (SPP Report)

## Goal 1 (Continued): Low-income people become more self sufficient.

| National Performance Indicator 1.3<br>(Guide Pages 27-29)<br><b>Economic Asset Enhancement and Utilization</b>  | I.) Number of Participants Enrolled in Program(s) | II.) Number of Participants Expected to Achieve Outcome in Reporting Period (Target) | III.) Number of Participants Achieving Outcome in Reporting Period (Actual) | IV.) Percentage Achieving Outcome in Reporting Period | V.) Aggregated Dollar Amounts (Payments, Credits or Savings) |  |
|---|---|--|---|---|--|--|
| The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by <u>one or more</u> of the following: | (#)   | (#)  | (#)   | %   | \$   |  |
| <b>ENHANCEMENT</b>  |   |  |   |   |  |  |
| A. Number and percent of participants in tax preparation programs who qualified for any type of Federal or State tax credit and the expected aggregated dollar amount of credits  | #   | 350  | 0   |   |  | VITA Site                                |
| B. Number and percent of participants who obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments  |   |  |   |   |  |  |
| C. Number and percent of participants who were enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings  | #   | 2300   | 0   |   |  | ASAP                                     |
| <b>UTILIZATION</b>  |   |  |   |   |  |  |
| D. Number and percent participants demonstrating ability to complete and maintain a budget for over 90 days   | #   | 27   |   |   | N/A  | Case management programming, Financial e |
| E. Number and percent participants opening an Individual Development account (IDA) or other savings account   |   |  |   |   | N/A  |  |
| F. Number and percent of participants who increased their savings through IDA or other savings accounts and the aggregated amount of savings  | #   | 5  |   |   |  | Case management programming, Financial e |
| G. Number and percent of participants capitalizing a small business with accumulated savings or other savings   | #   | 30   |   |   |  | Microbusiness                            |
| H. Number and percent of participants pursuing post-secondary education with accumulated IDA or other savings   |   |  |   |   |  |  |
| I. Number and percent of participants purchasing a home with accumulated IDA or other savings   |   |  |   |   |  |  |
| J. Number and percent of participants purchasing other assets with accumulated IDA or other savings   |   |  |   |   |  |  |

# **Strategic Planning and Performance Report (SPP Report)**

Agency Notes/Clarification on Goal 1: Low-income people become more self-sufficient.

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# Strategic Planning and Performance Report (SPP Report)

## Goal 2: The conditions in which low-income people live are improved.

| <b>National Performance Indicator 2.1</b><br>(Guides Pages 32-35)<br><b>Community Improvement and Revitalization</b><br><br>Increase in, or safeguarding of, threatened opportunities and community resources or services for low-income people in the community as a result of community action projects/initiatives or advocacy with other public and private agencies, as measured by <u>one or more</u> of the following: | I.) Number of Projects or Initiatives<br><br>(#) | II.) Number of Opportunities and/or Community Resources Preserved or Increased<br><br>(#) |
|---|--|---|
| A. Jobs created, or saved, from reduction or elimination in the community   |  |   |
| B. Accessible "living wage" jobs created or saved from reduction or eliminatin in the community   |  |   |
| C. Safe and affordable housing units created in the community   |  |   |
| D. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy  |  |   |
| E. Accessible safe and affordable health care services/facilities for low-income people created or saved from reduction or elimination  |  |   |
| F. Accessible safe and affordable child care or child development placement opportunities for low-income families created or saved from reduction or elimination  |  |   |
| G. Accessible "before" school and "after" school program placement opportunities for low-income families created or saved from reduction or elimination   |  |   |
| H. Accessible new or expanded transportation resources, or those that are saved from reduction or elimination, that are available to low-income people, including public or private transportation  |  |   |
| I. Accessible or increased educational and training placement opportunities, or those that are saved from reduction or elimination, that are available for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post secondary education   |  |   |

# Strategic Planning and Performance Report (SPP Report)

## Goal 2: The conditions in which low-income people live are improved.

| <b>National Performance Indicator 2.2</b><br>(Guide Pages 37-39)<br><b>Community Quality of Life and Assets</b>  | <b>I.) Number of Program Initiatives or Advocacy Efforts</b><br><br>(#) | <b>II.) Number of Community Assets, Services, or Facilities Preserved or Increased</b><br><br>(#) |
|--|---|---|
| The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by one or more of the following: |   |   |
| A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets               |   |   |
| B. Increase in the availability or preservation of community facilities  |   |   |
| C. Increase in the availability or preservation of community services to improve public health and safety  |   |   |
| D. Increase in the availability or preservation of commercial services within low-income neighborhoods   | #   | #   |
| E. Increase or preservation of neighborhood quality-of-life resources  | #   | #   |
|  |   | Microbusiness   |
|  |   | Microbusiness   |
| <b>National Performance Indicator 2.3</b><br>(Guide Pages 41)<br><b>Community Engagement</b>   | <b>I.) Total Contribution by Community</b><br><br>(#)                   |   |
| The number of community members working with community action to improve conditions in the community   |   |   |
| A. Number of community members mobilized by community action that participate in community revitalization and anti-poverty initiatives                           | #   | Department program volunteers   |
| B. Number of volunteer hours donated to the agency (This will be ALL volunteer hours)  | #   | Department program volunteer hours  |
| <b>National Performance Indicator 2.4</b><br>(Guide Pages 43)<br><b>Employment Growth from ARRA funds</b>  | <b>I.) Number of Jobs</b><br><br>(#)                                    |   |
| The total number of jobs created or saved, at least in part by ARRA funds, in the community  |   |   |
| A. Jobs created at least in part by ARRA funds   |   |   |
| B. Jobs saved at least in part by ARRA funds   |   |   |

## **Strategic Planning and Performance Report (SPP Report)**

**Agency Notes/Clarification on Goal 2: The conditions in which low-income people live are improved.**

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# Strategic Planning and Performance Report (SPP Report)

## Goal 3: Low-income people own a stake in their community.

|   |   |  |
|---|---|--|
| <p><b>National Performance Indicator 3.1</b><br/>(Guide Pages 44)<br/><b>Community Enhancement through Maximum Feasible Participation</b></p> <p>The number of volunteer hours donated to Community Action.</p>   | <p>I.) Total Number of Volunteer Hours</p> <p>(#)</p> |  |
| <p>A.) Total number of volunteer hours donated by <b>low-income individuals</b> to community action (This is <b>ONLY</b> the number of volunteer hours from individuals who are low-income)</p>   | <p>#</p>  | <p>Department low-income volunteers</p>          |
| <p><b>National Performance Indicator 3.2</b><br/>(Guide Pages 46-47)<br/><b>Community Empowerment Through Maximum Feasible Participation</b></p> <p>The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community as measured by <u>one or more</u> of the following:</p> | <p>I.) Number of Low-Income People</p> <p>(#)</p>     |  |
| <p>A. Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community action efforts</p>   | <p>#</p>  | <p>Low-Income board members</p>                  |
| <p>B. Number of low-income people acquiring businesses in their community as a result of community action assistance</p>  | <p>#</p>  | <p>Microbusiness</p>                             |
| <p>C. Number of low-income people purchasing their own home in their community as a result of community action assistance</p>   |   |  |
| <p>D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action</p>   | <p>#</p>  | <p>CSBG planning participants, Microbusiness</p> |

# **Strategic Planning and Performance Report (SPP Report)**

Agency Notes/Clarification on Goal 3: Low-income people own a stake in their community.

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## Strategic Planning and Performance Report (SPP Report)

**Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.**

| <b>National Performance Indicator 4.1</b><br>(Guide Pages 49)  | <b>I.) Number of Organizations</b> | <b>II.) Number of Partnerships</b> |                         |
|--|------------------------------------|------------------------------------|-------------------------|
| <b>Expanding Opportunities Through Community-Wide Partnerships</b>   |                                    |                                    |                         |
| The number of organizations, both public and private, community action actively works with to expand resources and opportunities in order to achieve family and community outcomes | (#)                                | (#)                                |                         |
| A. Non-Profit  | #                                  | #                                  | All Department Partners |
| B. Faith Based   | #                                  | #                                  | All Department Partners |
| C. Local Government  | #                                  | #                                  | All Department Partners |
| D. State Government  | #                                  | #                                  | All Department Partners |
| E. Federal Government  | #                                  | #                                  | All Department Partners |
| F. For-Profit Business or Corporation  | #                                  | #                                  | All Department Partners |
| G. Consortiums/Collaboration   | #                                  | #                                  | All Department Partners |
| H. Housing Consortiums/Collaborations  | #                                  | #                                  | All Department Partners |
| I. School Districts  | #                                  | #                                  | All Department Partners |
| J. Institutions of post secondary education/training   | #                                  | #                                  | All Department Partners |
| K. Financial/Banking Institutions  | #                                  | #                                  | All Department Partners |
| L. Health Service Institutions   | #                                  | #                                  | All Department Partners |
| M. State wide associations or collaborations   | #                                  | #                                  | All Department Partners |
| N. The total number of organizations CAAs work with to promote family and community outcomes   | #                                  | #                                  | All Department Partners |

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## **Strategic Planning and Performance Report (SPP Report)**

**Agency Notes/Clarification on Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.**

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# Strategic Planning and Performance Report (SPP Report)

## Goal 5: Agencies increase their capacity to achieve results.

| National Performance Indicator 5.1<br>(Guide Page 52)   | I.) Resources<br>in Agency |
|---|----------------------------|
| <b>Agency Development</b>   |                            |
| The number of human capital resources available to community action that increase agency capacity to achieve family and community outcomes, as measured by <u>one or more</u> of the following: | (#)                        |
| A. Number of Certified Community Action Professionals   | #                          |
| B. Number of Nationally Certified ROMA Trainers   | #                          |
| C. Number of Family Development Certified Staff   |                            |
| D. Number of Child Development Certified Staff  |                            |
|   |                            |
| E. Number of staff attending trainings  | #                          |
| F. Number of board members attending trainings  | #                          |
|   |                            |
| G. Hours of staff in trainings  | #                          |
| H. Hours of board members in trainings  | #                          |

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# **Strategic Planning and Performance Report (SPP Report)**

**Agency Notes/Clarification on Goal 5: Agencies increase their capacity to achieve results.**

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## Strategic Planning and Performance Report (SPP Report)

**Goal 6: Low-Income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.**

| <b>National Performance Indicator 6.1</b><br>(Guide Pages 55)  |  | <b>I.) Number of Vulnerable Individuals Living Independently (#)</b> |
|--|--|--|
| <b>Independent Living</b><br>The number of vulnerable individuals receiving services from community action who maintain an independent living situation as a result of those services: |  |  |
| A. Senior Citizens   |  | #  |
| B. Individuals with Disabilities   |  | #  |
| Ages: 0 - 17   |  | #  |
| 18 - 54  |  | #  |
| 55 - over  |  | #  |
| Age Unknown  |  | #  |

| <b>National Performance Indicator 6.2</b><br>(Guide Pages 59-62)   | <b>I.) Number of Individuals Seeking Assistance</b> | <b>II.) Number of Individuals Receiving Assistance</b> |                      |
|--|---|--|----------------------|
|  | <b>(#)</b>  | <b>(#)</b>   |                      |
| <b>Emergency Assistance</b><br>The number of low-income individuals served by community action who sought emergency assistance and the number of those individuals for whom assistance was provided, including such services as: |   |  |                      |
| A. Emergency Food  | #   | #  | Dare to Care         |
| B. Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources   | #   | #  | LIHEAP               |
| C. Emergency Rent or Mortgage Assistance   | #   | #  | Emergency Assistance |
| D. Emergency Car or Home Repair (i.e. structural, appliance, heating system, etc.)   |   |  |                      |
| E. Emergency Temporary Shelter   |   |  |                      |
| F. Emergency Medical Care  |   |  |                      |
| G. Emergency Protection from Violence  |   |  |                      |
| H. Emergency Legal Assistance  |   |  |                      |
| I. Emergency Transportation  |   |  |                      |
| J. Emergency Disaster Relief   |   |  |                      |
| K. Emergency Clothing  |   |  |                      |

# Strategic Planning and Performance Report (SPP Report)

## Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

| <b>National Performance Indicator 6.3</b><br>(Guide Pages 44-49)<br><b>Child and Family Development</b>           | I.) Number of Participants Enrolled in Program(s) | II.) Number of Participants Expected to Achieve Outcome in Reporting Period (Target) | III.) Number of Participants Achieving Outcome in Reporting Period | IV.) Percentage Achieving Outcome in Reporting Period |
|---|---|--|--|---|
|   | (#)   | (#)  | (#)  | (%)   |
| <b>INFANTS &amp; CHILDREN</b>   |   |  |  |   |
| A. Infants and children obtain age appropriate immunizations, medical and dental care                             |   |  |  |   |
| B. Infant and child health and physical development are improved as a result of adequate nutrition                | #   | 1200   |  |   |
| C. Children participate in pre-school activities to develop school readiness skills                               | #   | 35   |  |   |
| D. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade | #   | 19   |  |   |
| <b>YOUTH</b>  |   |  |  |   |
| E. Youth improve health and physical development  |   |  |  |   |
| F. Youth improve social/emotional development   |   |  |  |   |
| G. Youth avoid risk-taking behavior for a defined period of time  |   |  |  |   |
| H. Youth have reduced involvement with criminal justice system  |   |  |  |   |
| I. Youth increase academic, athletic or social skills for school success  | #   | 20   |  |   |
| <b>ADULTS</b>   |   |  |  |   |
| J. Parents and other adults learn and exhibit improved parenting skills   |   |  |  |   |
| K. Parents and other adults learn and exhibit improved family functioning skills                                  |   |  |  |   |

Summer Lunch

Preschool Scholarships

Preschool Scholarships

Youth Programs

| <b>National Performance Indicator 6.4</b><br>(Guide Pages 72-74)<br><b>Family Supports (Seniors, Disabled and Caregivers)</b>   | I.) Number of Participants Enrolled in Program(s) | II.) Number of Participants Achieving Outcome in Reporting Period |
|---|---|---|
|   | (#)   | (#)   |
| Low-income people who are unable to work, especially seniors, adults with disabilities and caregivers, for whom barriers to family stability are reduced or eliminated, as measured by <u>one or more</u> of the following: |   |   |
| A. Enrolled children in before or after school programs   | #   | #   |
| B. Obtained care for child or other dependent   | #   | #   |
| C. Obtained access to reliable transportation and/or driver's license   | #   | #   |
| D. Obtained health care services for themselves or family member  | #   | #   |
| E. Obtained and/or maintained safe and affordable housing   | #   | #   |
| F. Obtained food assistance   | #   | #   |
| G. Obtained non-emergency LIHEAP energy assistance  | #   | #   |
| H. Obtained non-emergency WX energy assistance  | #   | #   |
| I. Obtained other non-emergency assistance (State/local/private energy programs. Do No Include LIHEAP or WX)  | #   | #   |

Youth Enrichment Scholarships, Youth outreach and education

Preschool Scholarships, Childcare supportive services, Youth Enrichment Scholarships

Transportation supportive services

ACA

Housing supportive services

Dare to Care

LIHEAP

Weatherization

Housing supportive services

## Strategic Planning and Performance Report (SPP Report)

**Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.**

| National Performance Indicator 6.5<br>(Guide Pages 72-74)  | I.) Number of Services |
|--|------------------------|
| Service Counts   | (#)                    |
| The number of services provided to low-income individuals and/or families, as measured by <u>one or more</u> of the following. | (#)                    |
| A. Food Boxes  | #                      |
| B. Pounds of Food  | #                      |
| C. Units of Clothing   | #                      |
| D. Rides Provided  | #                      |
| E. Information and Referral Calls  | #                      |

Summer Lunch, Senior Nutrition  
 Dare to Care  
 Uniforms  
 Senior Transportation, Transportation supportive services  
 All referrals

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## **Strategic Planning and Performance Report (SPP Report)**

**Agency Notes/Clarification on Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.**

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# Strategic Planning and Performance Report (SPP Report)

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# Strategic Planning and Performance Report (SPP Report)

DRAFT

education classes

education classes



DEPARTMENT OF  
**COMMUNITY SERVICES**

**2015 Community Needs Assessment**

This survey will focus on ways the Louisville Metro Department of Community Services may allocate funds and resources to improve the living conditions of residents across the country. Your input is of great importance and will help identify community needs and prioritize services to be provided. Thank you for your participation.

**1.) Are you responding to this survey as:**

- A community service provider or agency partner
- An employee of Louisville Metro Community Services
- None of the above

**2.) For the following question, review the service categories listed. Then select what you feel are the top three needs of Louisville/Jefferson County by filling in the corresponding bubble. Finally select what you feel are your household's top three needs by filling in the corresponding bubble.**

| <u>Louisville/<br/>Jefferson County</u><br>Top Three Needs | <u>My Household</u><br>Top Three Needs |   |
|--|--|---|
| <input type="radio"/>                                      | <input type="radio"/>                  | Services for Senior & Disabled Citizens (health services, prescriptions, transportation, accessibility) |
| <input type="radio"/>                                      | <input type="radio"/>                  | Services for Youth (Out of School Time programs, tutoring, jobs, violence prevention)                   |
| <input type="radio"/>                                      | <input type="radio"/>                  | Employment Services (job/certification skills, resume and interviewing coaching)                        |
| <input type="radio"/>                                      | <input type="radio"/>                  | Housing & Homeless Services (rent or utility assistance, housing placement services)                    |
| <input type="radio"/>                                      | <input type="radio"/>                  | Personal Finances (budgeting, saving, credit counseling, obtaining a bank account)                      |
| <input type="radio"/>                                      | <input type="radio"/>                  | Early Childhood Education (preparing children for head start, kindergarten, and first grade)            |
| <input type="radio"/>                                      | <input type="radio"/>                  | Affordable Childcare Services   |
| <input type="radio"/>                                      | <input type="radio"/>                  | Adult Education (GED completion, post-secondary education)  |
| <input type="radio"/>                                      | <input type="radio"/>                  | Job Development & Creation (active recruitment to locate businesses that create jobs)                   |
| <input type="radio"/>                                      | <input type="radio"/>                  | Parenting (counseling and resources for young and single parents)                                       |
| <input type="radio"/>                                      | <input type="radio"/>                  | Nutrition & Hunger Services (food pantries, out of school meal services, senior nutrition)              |

**For the following questions select the top two services you feel are most needed for the category by shading in the appropriate bubble.**

**3.) Senior & Disabled Citizens (Select Two):**

- Health services
- Transportation
- Help with prescriptions
- Accessibility
- Community programs/activities
- Nutrition
- Employment supports
- Home care

**4.) Youth (Select Two):**

- Tutoring
- Violence prevention
- Teen pregnancy prevention
- Supportive role models
- Affordable recreational activities
- Job opportunities
- Before/after school programs
- College preparation

**5.) Employment (Select Two):**

- Help finding a job
- Small business supports
- Supports to maintain employment
- Help obtaining a college degree
- Job Training
- Soft skill development (interview, resume writing, etc)
- Help purchasing uniforms
- Employment supports for people with criminal backgrounds

**6.) Housing and Homelessness (Select Two):**

- Help with rental deposits or rent for at least 3 months
- Permanent/ long-term rental assistance (ie: Section 8)
- Help with paying and/or reducing utility bills
- Classes on how to be a good tenant
- Help finding affordable housing
- Homeownership preparedness classes
- Assistance with home maintenance/repairs
- Weatherization/energy education

**7.) Personal Finances (Select Two):**

- IDA (matched savings accounts)
- Help with improving credit scores
- Debt collection assistance
- Preparing for retirement
- Classes on how to budget and save money
- Help opening a bank account
- Access to affordable short-term loans
- Estate planning (wills and trust)

**8.) What is your age?**

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 61
- 62 and older

**9.) Which best describes your marital status?**

- Single
- Married
- Divorced
- Widowed
- Separated
- Living with partner

**10.) Which race best identifies you?**

- African American/Black
- White
- Asian
- American Indian/Alaska Native
- Native Hawaiian/Other Pacific Islander
- Multiracial
- Other

**11.) Is your ethnicity Hispanic or Latino?**

- Yes
- No

**12.) What is your gender?**

- Female
- Male
- Transgendered M-F
- Transgendered F-M

**13.) How many people live in your household?**

- |                       |                       |                       |                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>1</b>              | <b>2</b>              | <b>3</b>              | <b>4</b>              | <b>5</b>              | <b>6</b>              | <b>7</b>              | <b>8+</b>             |
| <input type="radio"/> |

**14.) How many children (18 and under) live in your household?**

- |                       |                       |                       |                       |                       |                       |                       |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>1</b>              | <b>2</b>              | <b>3</b>              | <b>4</b>              | <b>5</b>              | <b>6</b>              | <b>7+</b>             |
| <input type="radio"/> |

**15.) Which best describes your housing presently?**

- Own home
- Subsidized rent (e.g., Section 8, Public Housing)
- Rent
- Living with friends or family
- Homeless
- Transitional housing (e.g., shelter, halfway house)

**16.) Which best describes your current employment status?**

- I am employed full-time
- I am employed part-time
- I am unemployed due to medical disability
- I am currently unemployed
- I am retired
- I am a student

**17.) What is the highest grade level that you have completed in school?**

- Less than High School
- High School Diploma/GED
- Associate Degree
- Some College
- Bachelor Degree
- Master Degree or higher

**18.) Which category reflects your yearly household income before taxes?**

- Less than \$15,000
- \$15,001 - \$30,000
- \$30,001 - \$45,000
- More than \$45,000

**19.) Please select your top three largest expenses in your household budget:**

- Rent/Mortgage
- Housing Maintenance
- Educational Expenses
- Utilities
- Healthcare
- Child Support
- Food
- Prescriptions
- Childcare
- Transportation

**20.) How do you pay your bills most often?**

- Check/Banking Account/Debit Card
- Check Cashing/ Cash Advance
- Money Order
- Cash
- Credit Card

***Thank you for your participation in this community needs assessment. Your input and suggestions are highly valued and will be used to develop programs to assist residents in Louisville/Jefferson County.***

# Louisville Metro Community Needs Assessment 2015

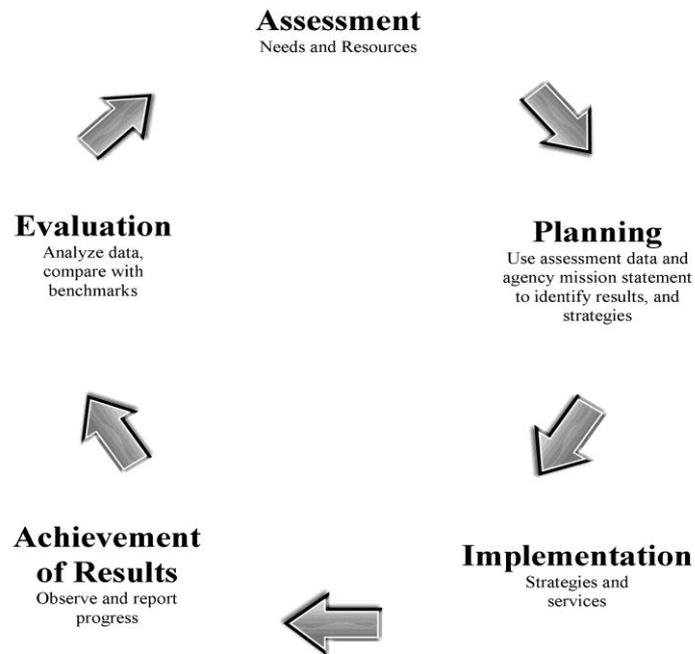


DEPARTMENT OF  
**COMMUNITY  
SERVICES**

# ROMA Cycle

The Results Oriented Management and  
Accountability Cycle

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# Needs Assessment

- Community assessment helps us identify what services to provide
  - “Community Assessment is a systematic process for creating a profile of the needs and resources of a given community or target population” (Richmond & Mooney, 2012, p. 21)
- Community Assessment is required annually by DCBS as part of the CSBG plan.
  - The community assessment for our agency focuses on Jefferson County

# Needs Assessment cont.

- “Needs assessment’ may be thought of as a way to identify the difference between what exists and what should be” (Richmond & Mooney, 2012, p. 22).
- CSBG funding can be used to address needs in the following service categories:
  - Employment
  - Education
  - Income Management
  - Housing
  - Emergency Services
  - Nutrition
  - Linkages
  - Self-Sufficiency
  - Health
  - Services for Youth
  - Services for Seniors

# Jefferson County Data

Data Source: ACS 2013

3 Year Estimates

# General Statistics

- Population: 746,580
  - Under 18: 22.5%
  - Over 65: 13.1%
- Households: 304,947
- Median Household Income: \$46,865

# Poverty Statistics

| Jefferson County Poverty Rates |       |
|--------------------------------|-------|
| All Ages Poverty Rate          | 18.2% |
| Child Poverty Rate             | 26%   |
| Senior Poverty Rate            | 9.2%  |

- Household Poverty Rate: 15.7%
  - Female-headed households make up 64.2% of all households in poverty

# Education

## Brigance Kindergarten Readiness Screen

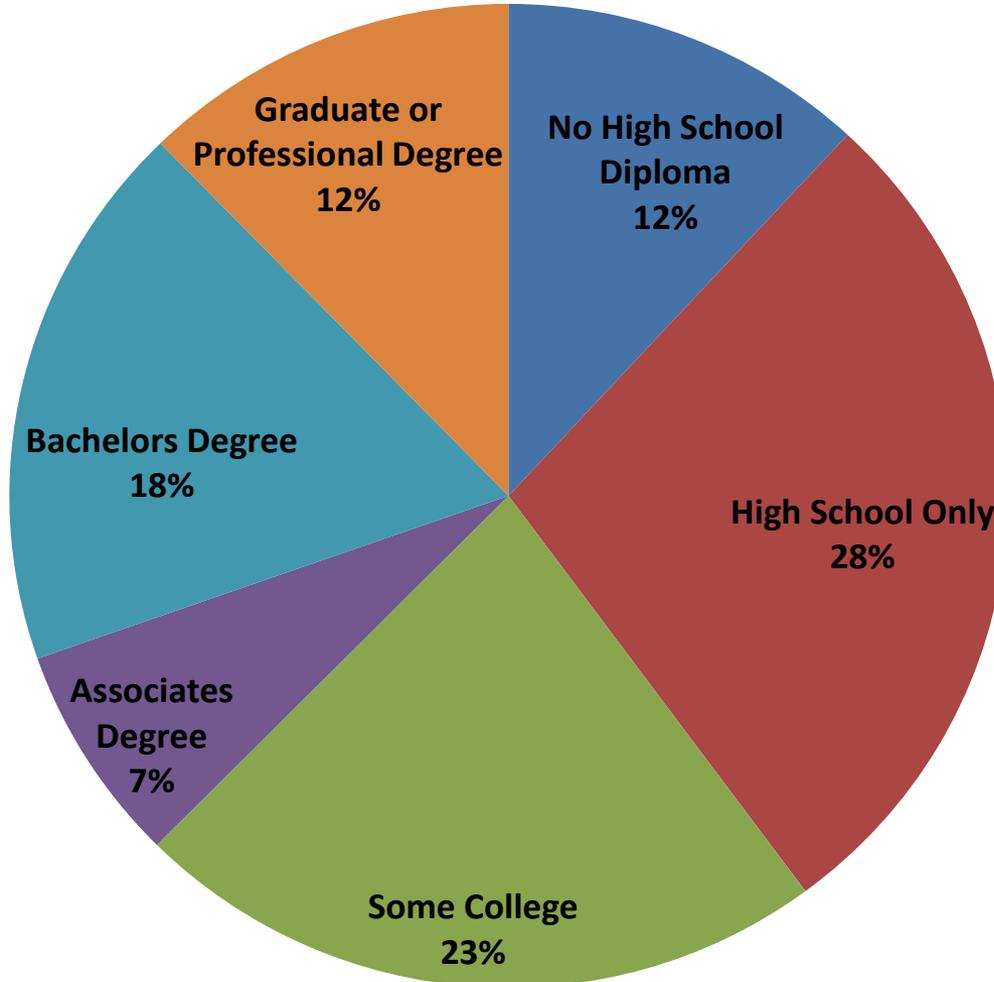
- On average, 48.1% of children entering Kindergarten are not Kindergarten Ready (School year 2014-2015)
- There is correlation between low-income zip codes and low Kindergarten readiness scores

| Zip Code<br>(N=36) | Kindergarten<br>Ready | Number<br>Tested |
|--------------------|-----------------------|------------------|
| 40272              | 49.1%                 | 430              |
| 40218              | 46.4%                 | 407              |
| 40216              | 46.2%                 | 532              |
| 40211              | 45.8%                 | 459              |
| 40203              | 45.5%                 | 325              |
| 40208              | 44.4%                 | 124              |
| 40214              | 40.2%                 | 547              |
| 40215              | 39.2%                 | 334              |
| 40210              | 38.2%                 | 306              |
| 40212              | 37.6%                 | 303              |
| 40219              | 36.8%                 | 486              |
| 40213              | 35.0%                 | 183              |
| 40118              | 28.6%                 | 126              |
| 40209              | 16.7%                 | 6                |
| 40177              | 0.0%                  | 2                |

Chart represents zip codes with below-average Kindergarten readiness rates

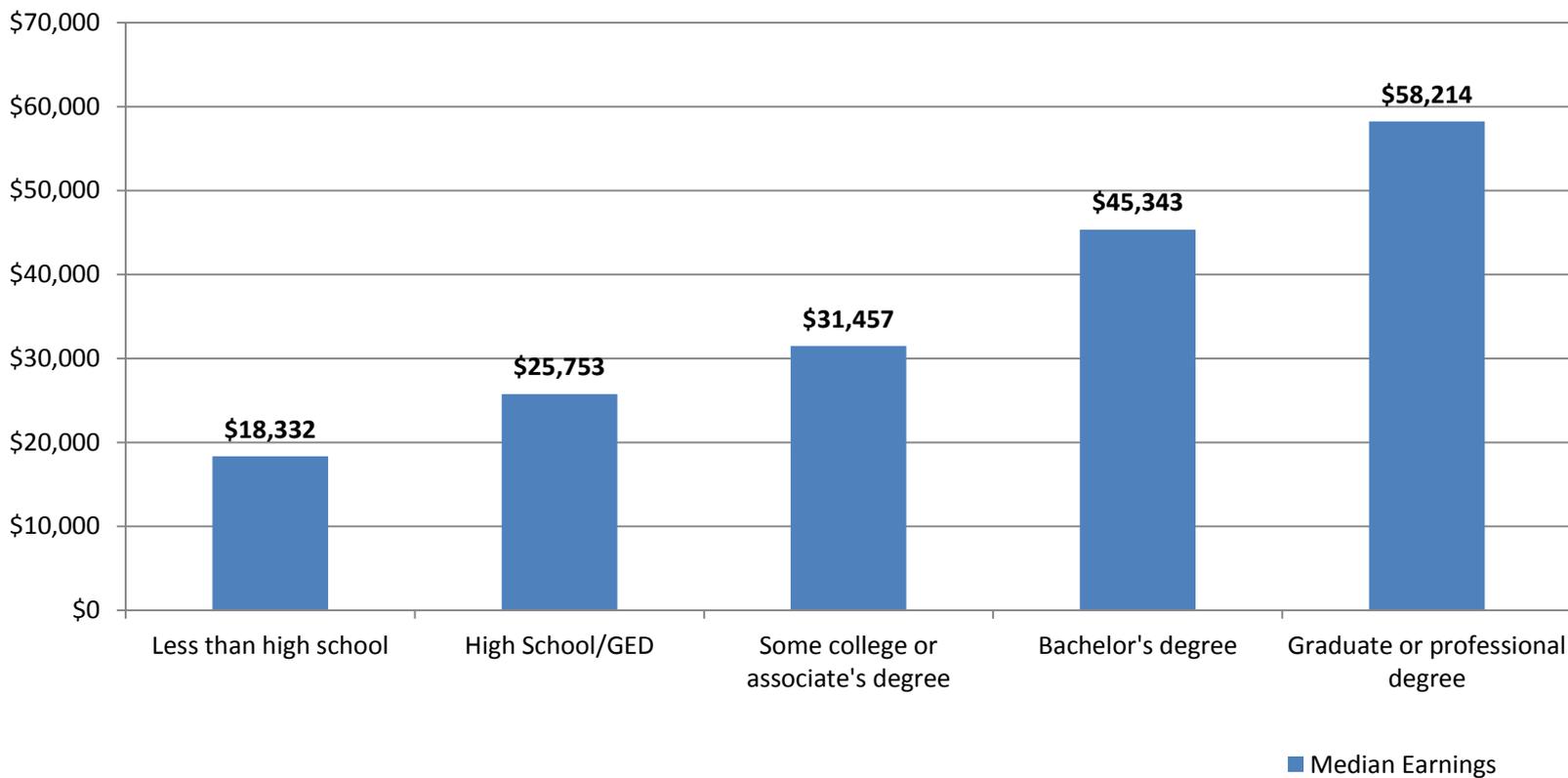
# Education

## Jefferson County Educational Attainment



# Education

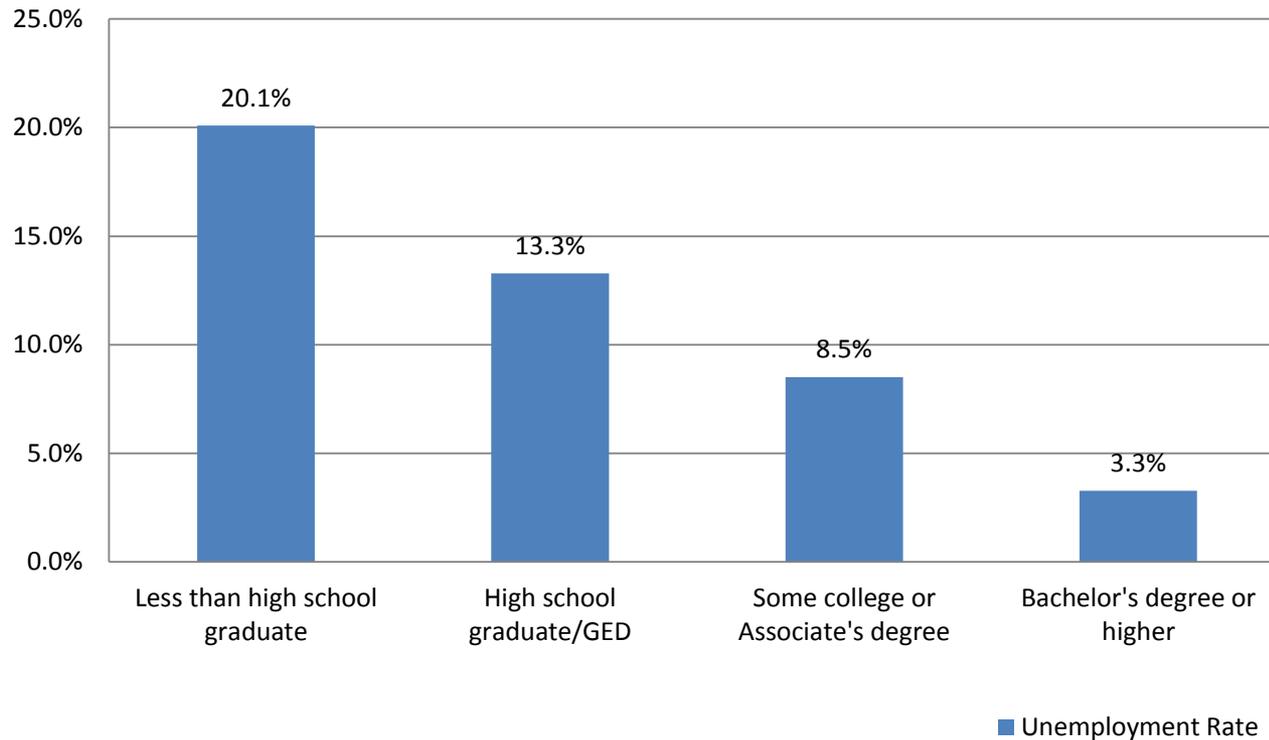
## Median Earnings by Educational Attainment



# Employment

- Unemployment Rate: 4.7% (December 2014)

**Unemployment Rate by Educational Attainment**

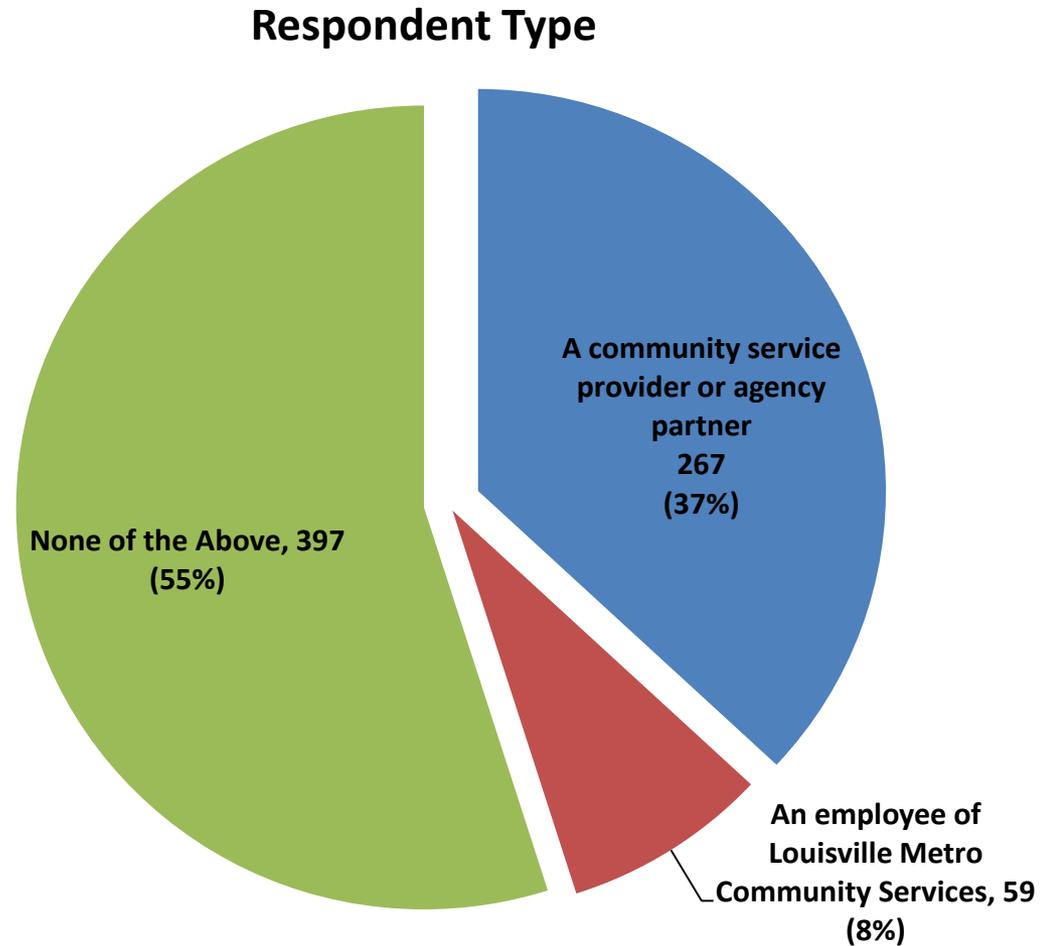


# Needs Assessment Survey

# Needs Assessment Survey

- The tool consisted of 21 questions focused on area needs, needed services, and respondent demographics
- **750 assessments** were collected via SurveyMonkey and through paper surveys distributed throughout LMCS sites and events from the end of January through the end of February 2015

# Survey Respondent Type

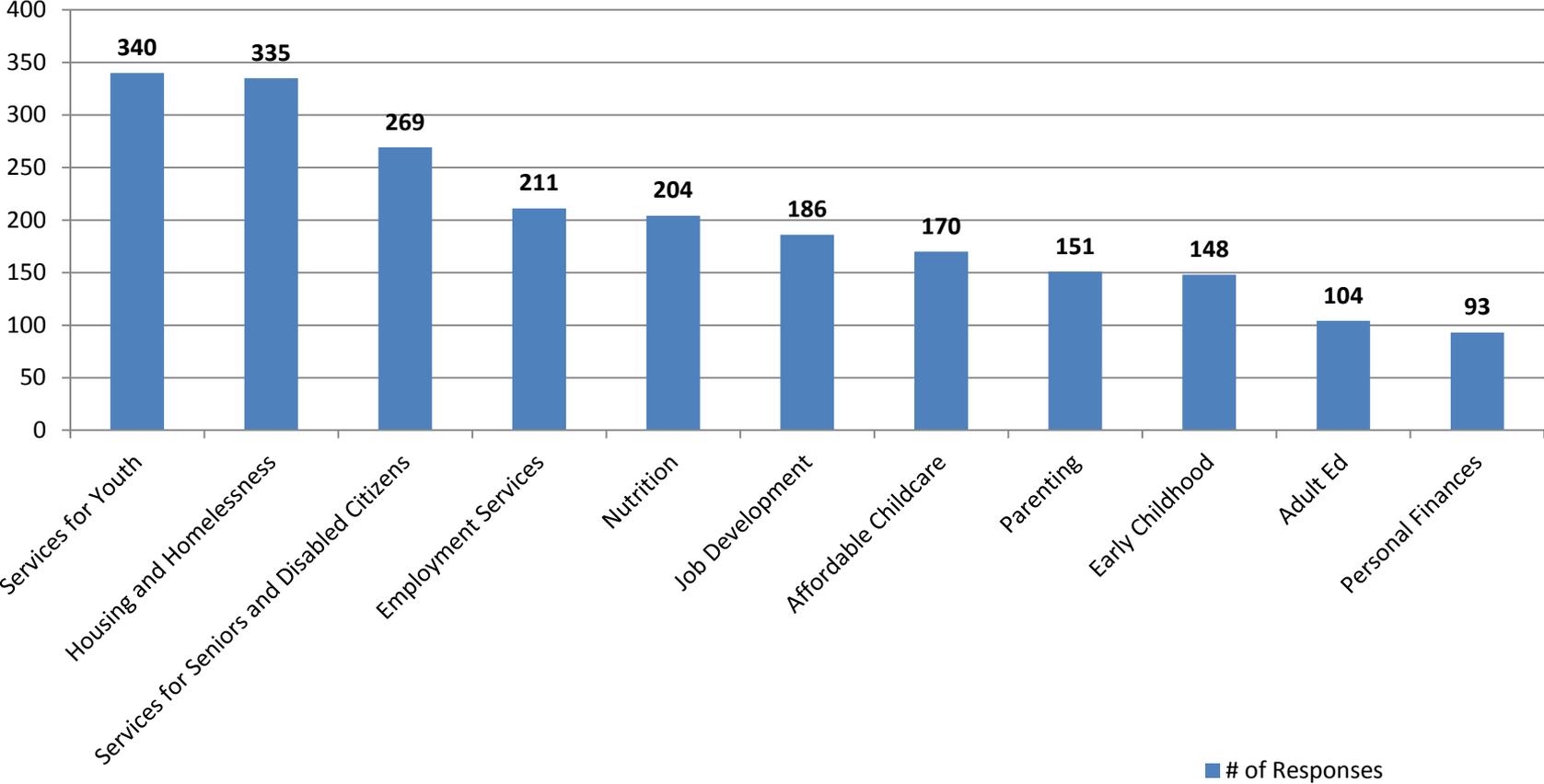


# Jefferson County Top Needs

- The top three identified needs of Jefferson County were:
  - **services for youth**
  - **housing and homelessness**
  - **services for senior and disabled citizens**
- When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three categories were:
  - **services for senior and disabled citizens**
  - **services for youth**
  - **housing and homeless services**

# Jefferson County Top Needs

## Top Louisville/Jefferson County Needs

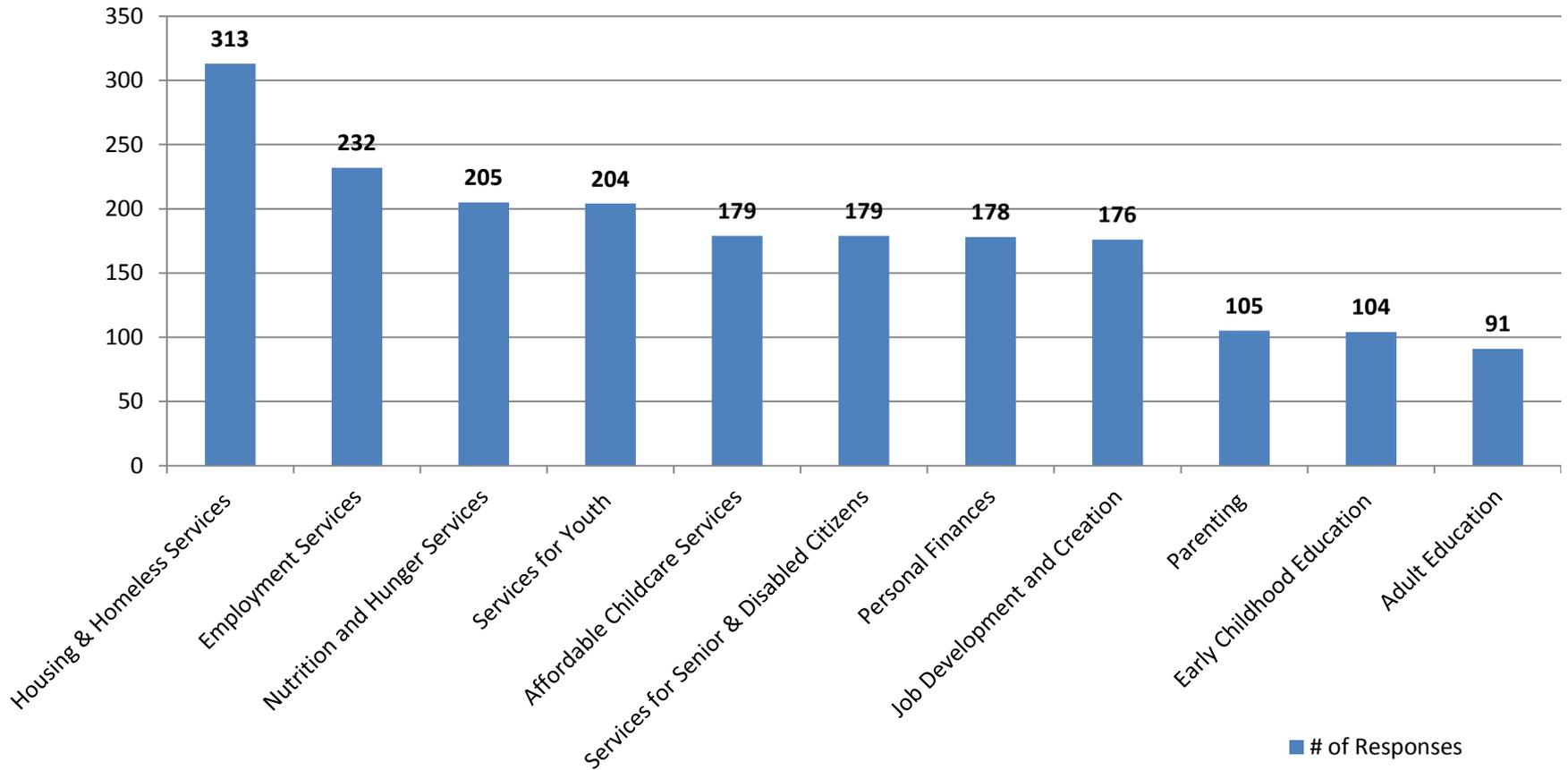


# Household Top Needs

- The top three identified needs of households in Jefferson County:
  - **housing and homeless services**
  - **employment services**
  - **nutrition and hunger services**
    - **Services for youth** were a very close fourth
- When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three categories were:
  - **housing and homelessness services**
  - **employment services**
  - **nutrition and hunger services**
    - **Personal finances** came in a close fourth

# Household Top Needs

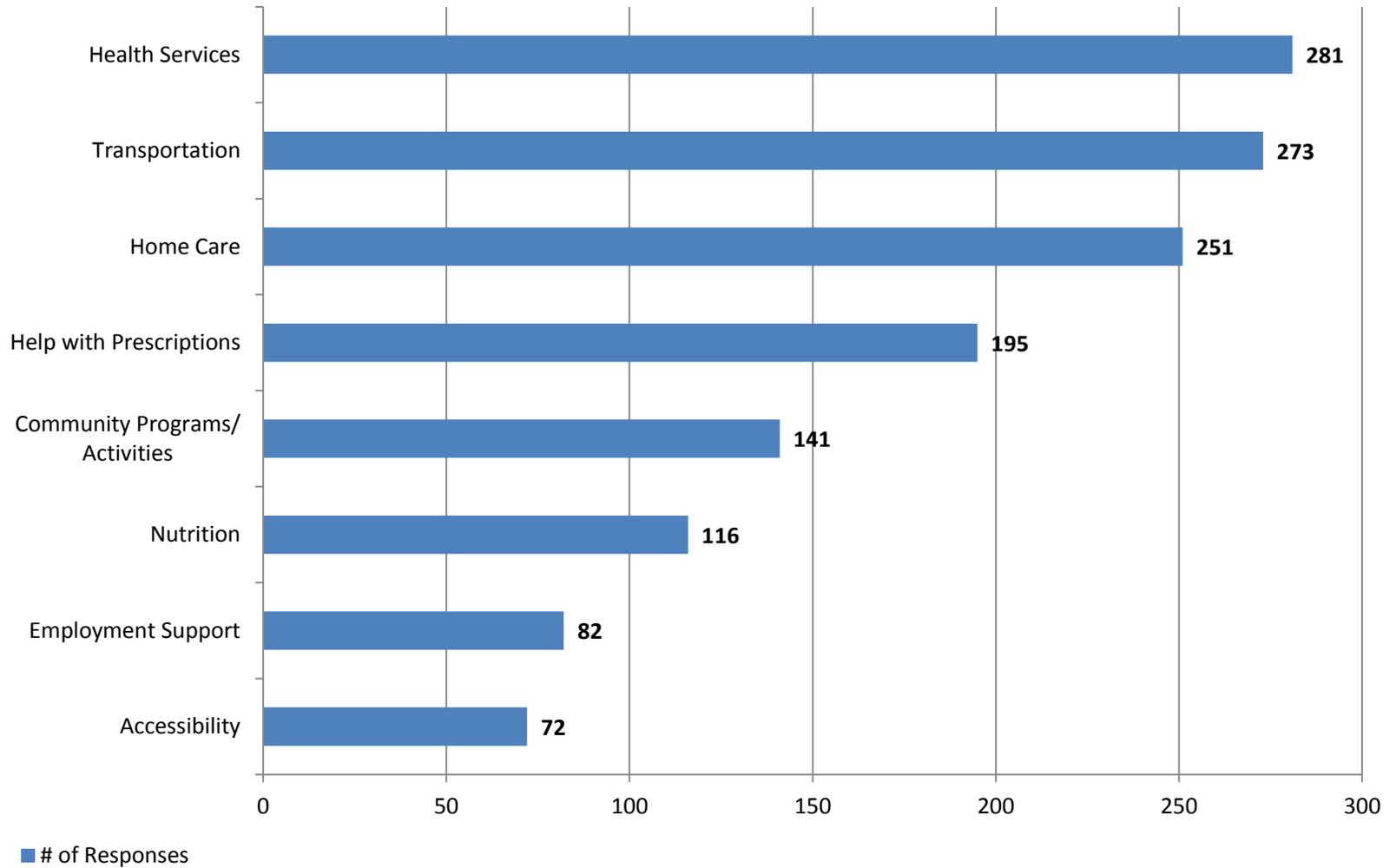
## Top Household Needs in Jefferson County



# Services for Senior and Disabled Citizens

- The top identified needed services for senior and disabled citizens were:
  - **health services**
  - **transportation**
  - **home care**
- The results were the same when filtering to include only those whose annual household income is less than \$15,000.

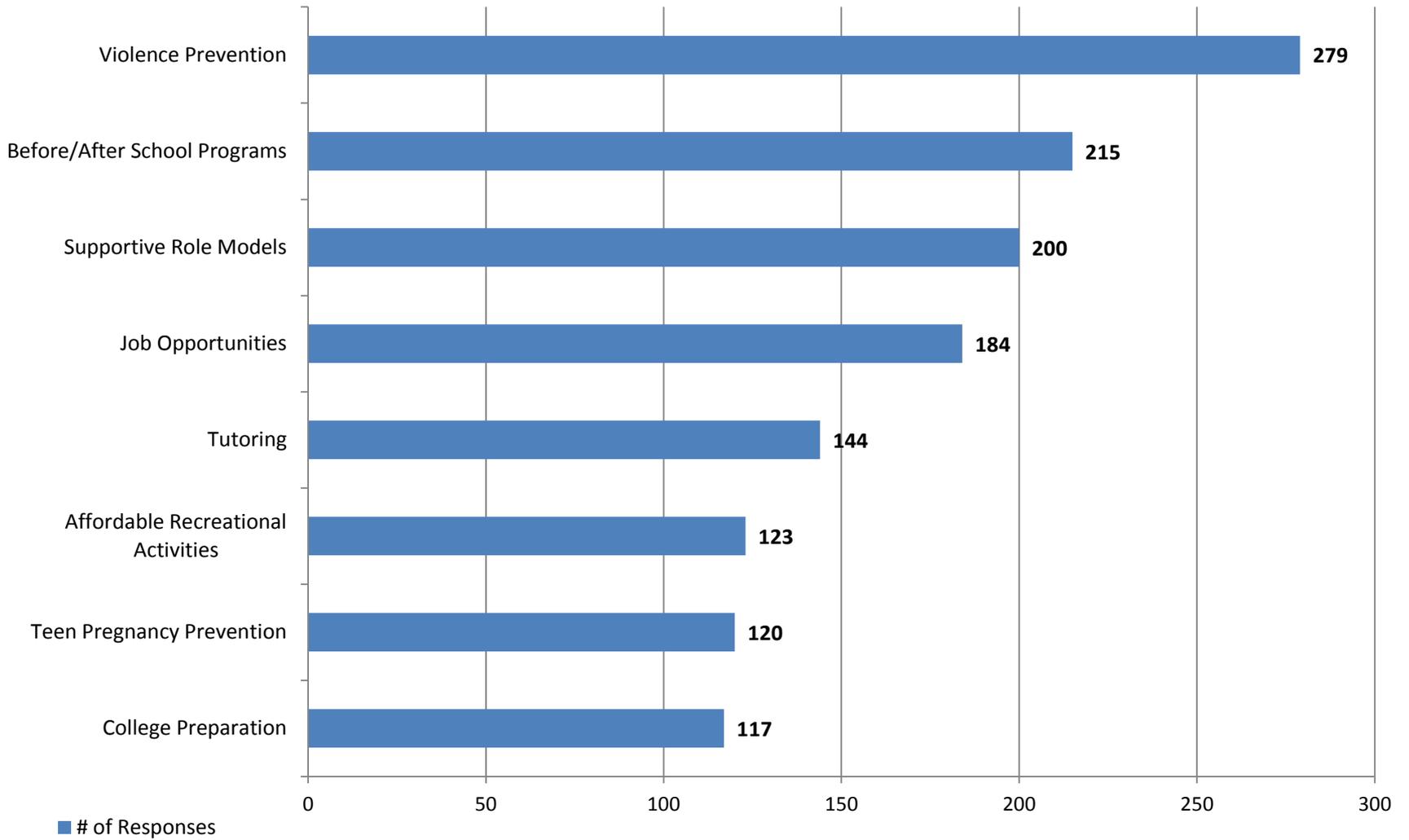
## Most Needed Services for Senior and Disabled Citizens



# Youth Services

- The top identified needed services for youth were:
  - **violence prevention**
  - **before and after school programs**
  - **supportive role models**
- When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three services were:
  - **violence prevention**
  - **job opportunities**
  - **teen pregnancy prevention**

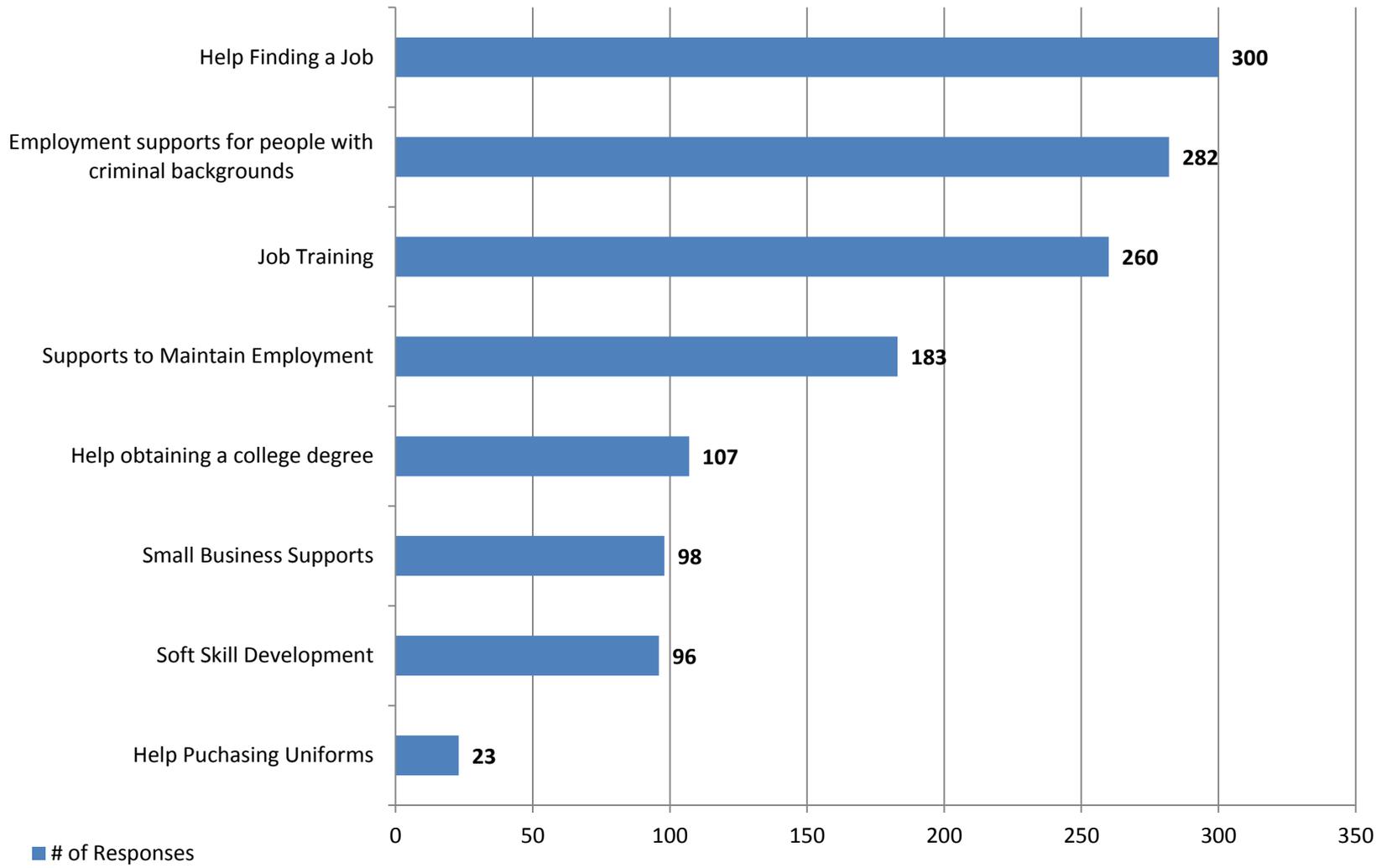
## Most Needed Services for Youth



# Employment Services

- The top identified needed employment services were:
  - **help finding a job**
  - **employment supports for people with criminal backgrounds**
  - **job training**
- The results were the same when filtering to include only those whose annual household income is less than \$15,000.

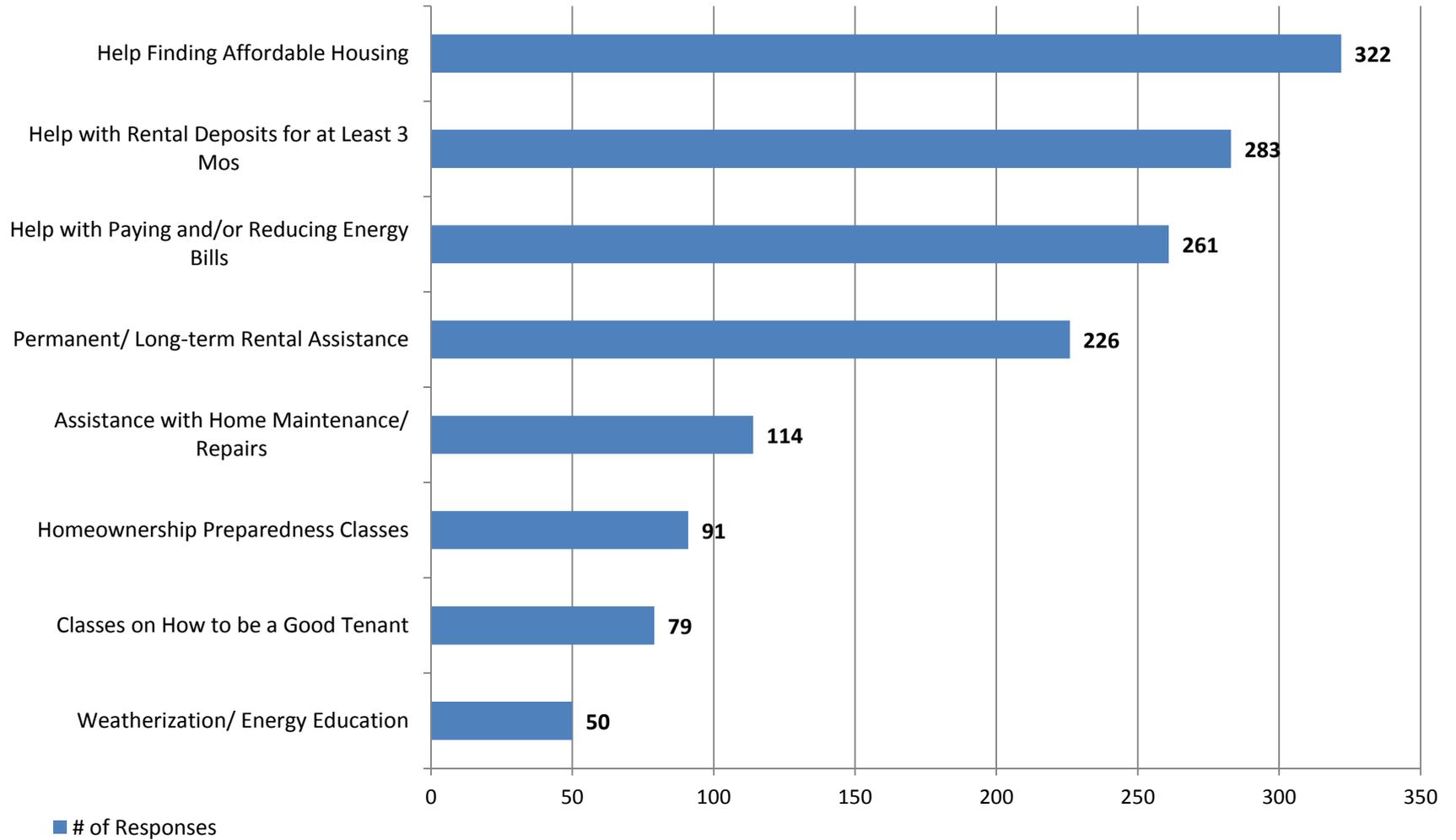
# Most Needed Employment Services



# Housing and Homelessness Services

- The top identified needed housing and homelessness services were:
  - **help finding affordable housing**
  - **help with rental deposits or rent for at least 3 months**
  - **help paying or reducing utility bills**
- When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three services were:
  - **help with rental deposits or rent for at least three months**
  - **help with paying or reducing utility bills**
  - **help with finding affordable housing**

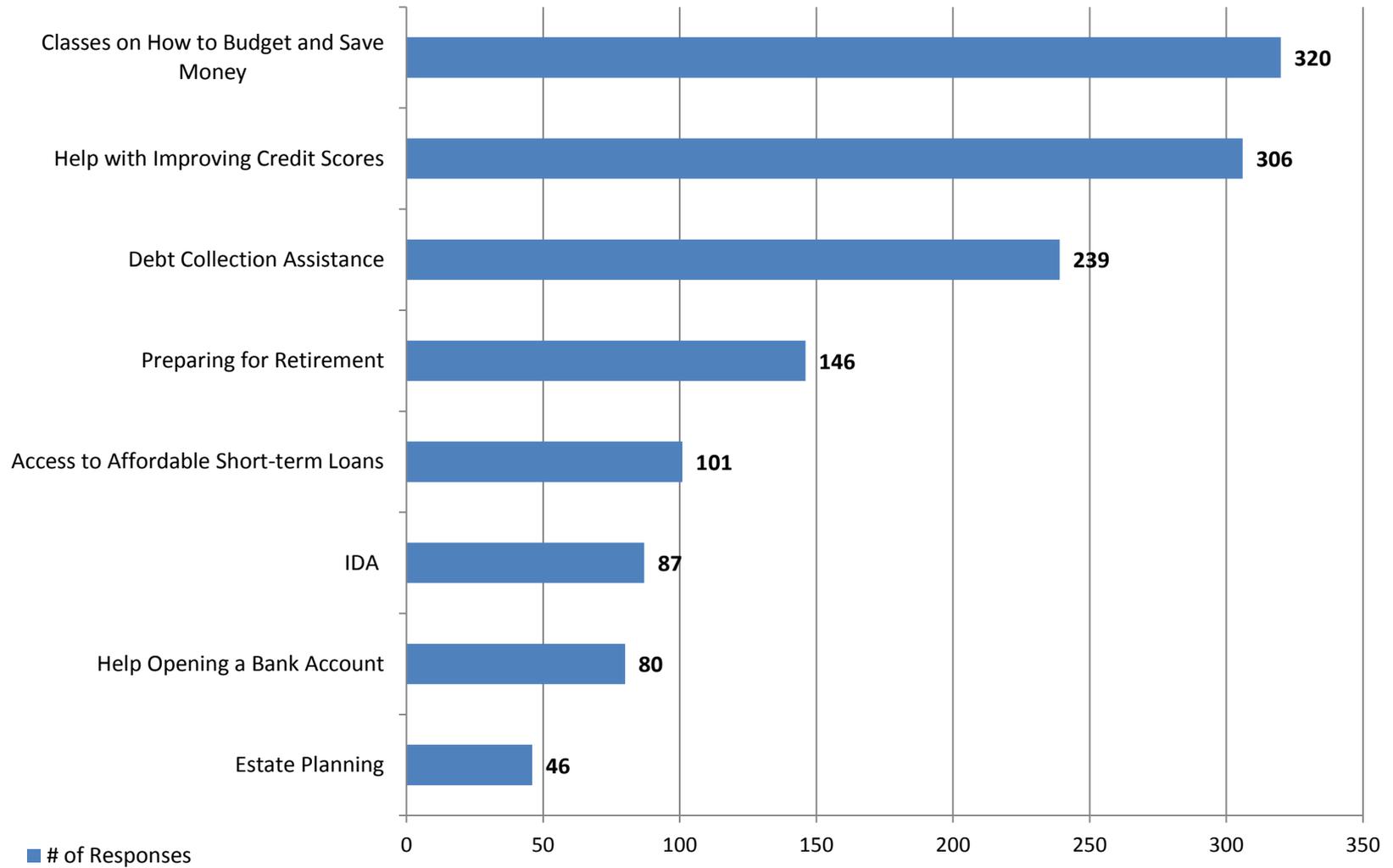
## Most Needed Housing/Homeless Services



# Personal Finance Services

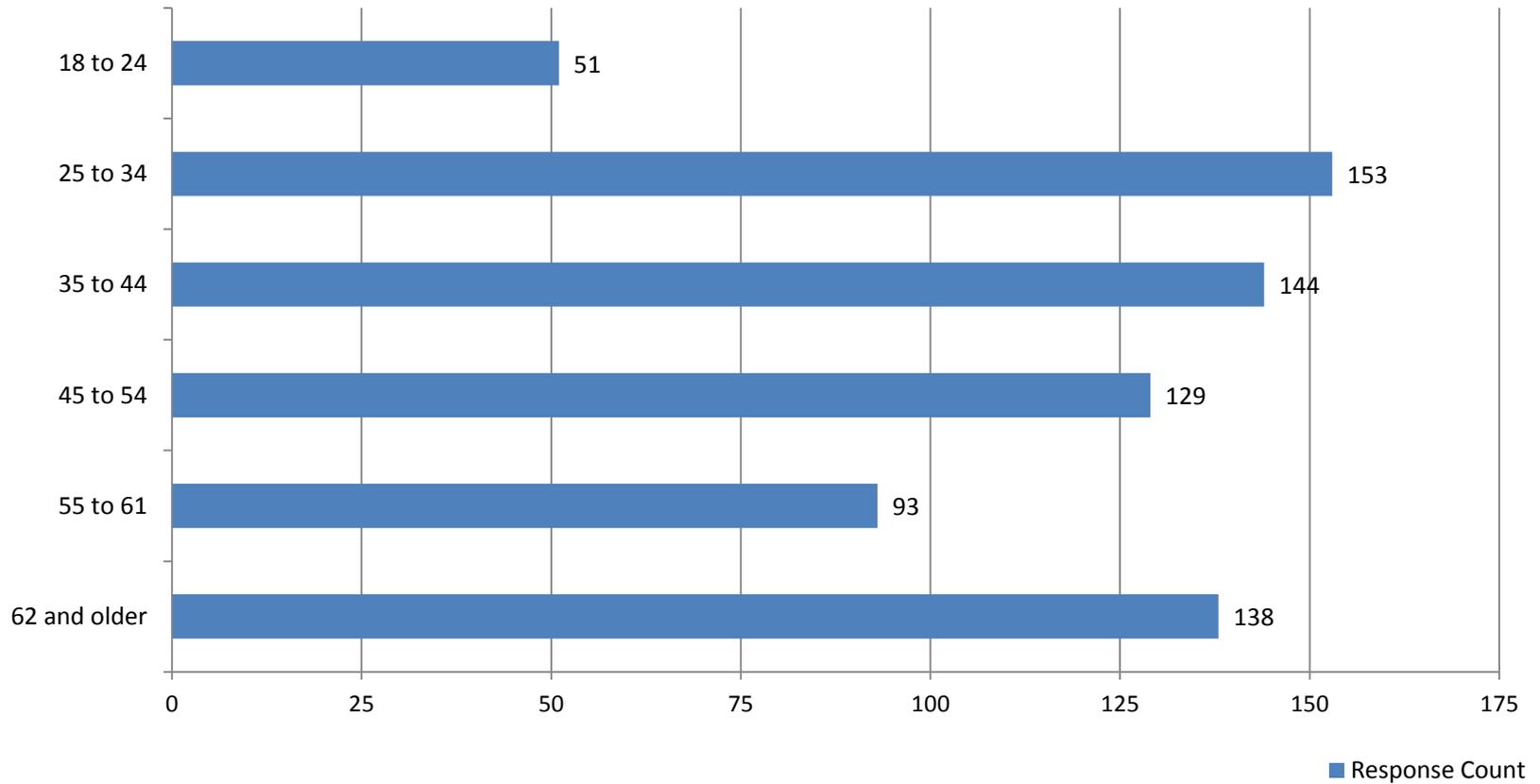
- The top identified needed personal finance services were:
  - **classes on how to budget and save money**
  - **help with improving credit scores**
  - **debt collection assistance**
- When filtering the responses to the question to include only those whose annual household income is less than \$15,000, the top three services were:
  - **help with improving credit scores**
  - **debt collection assistance**
  - **preparing for retirement**

## Most Needed Personal Finance Services



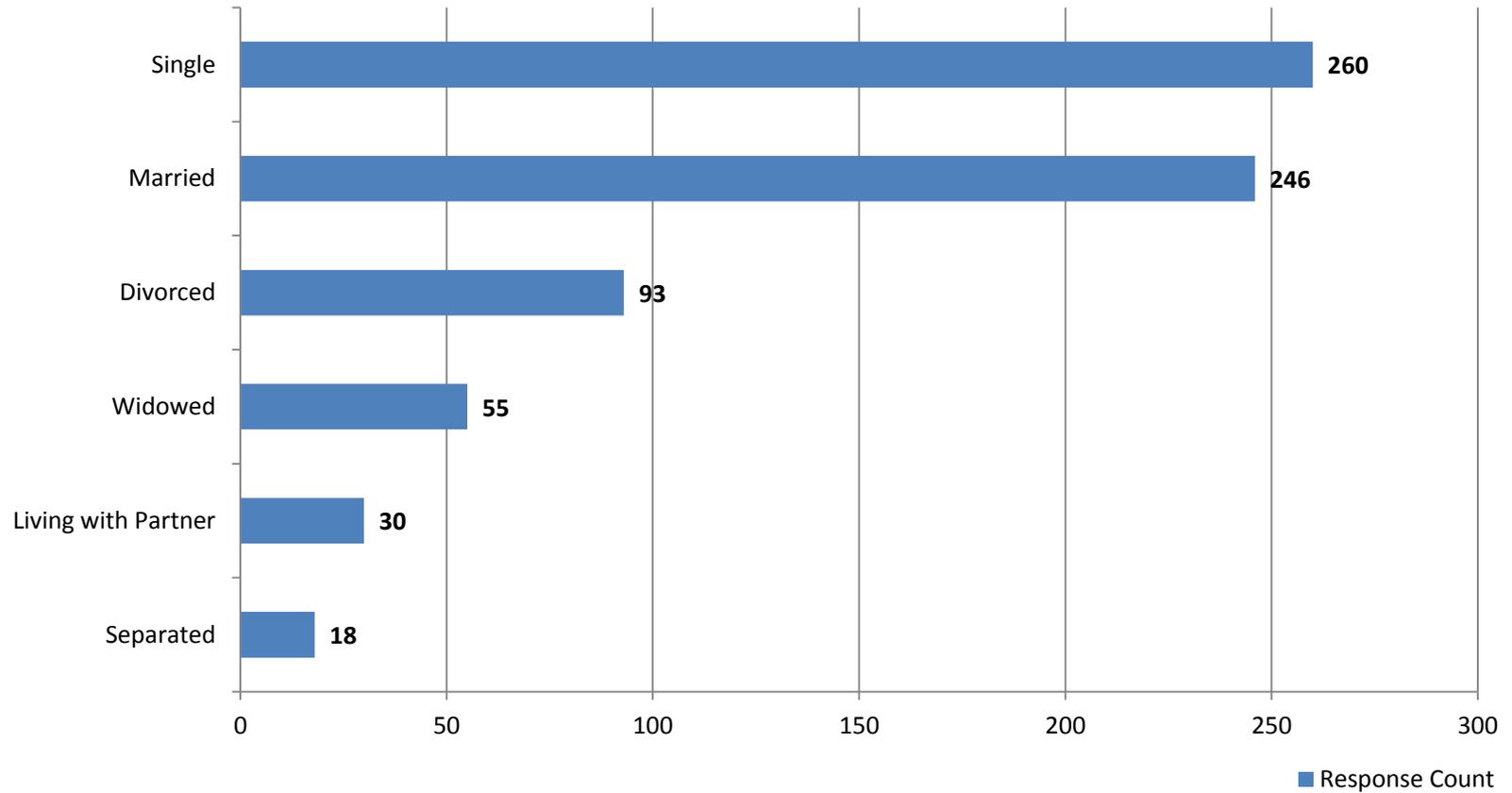
# Respondent Demographics

## Respondent Age

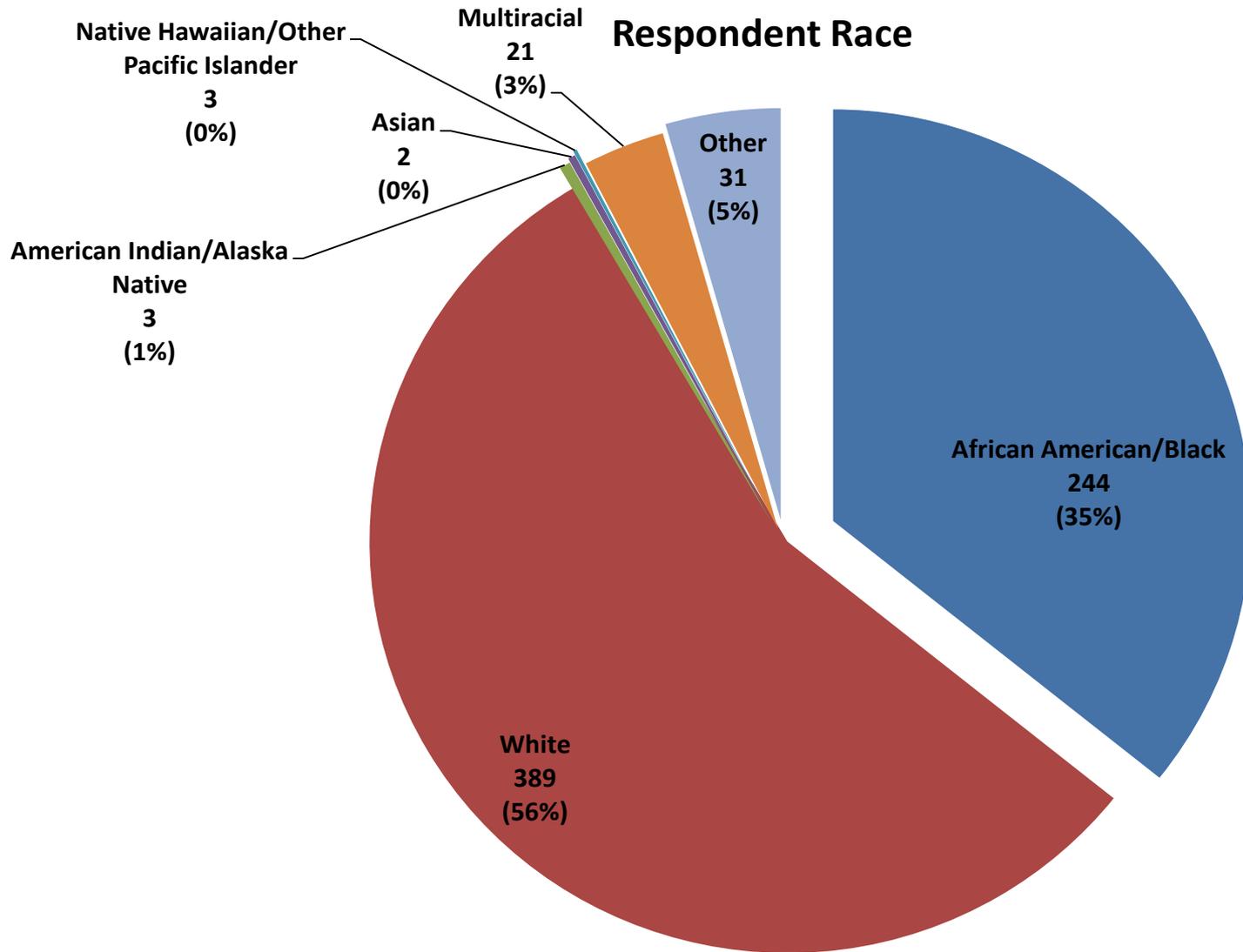


# Respondent Demographics

## Respondent Marital Status

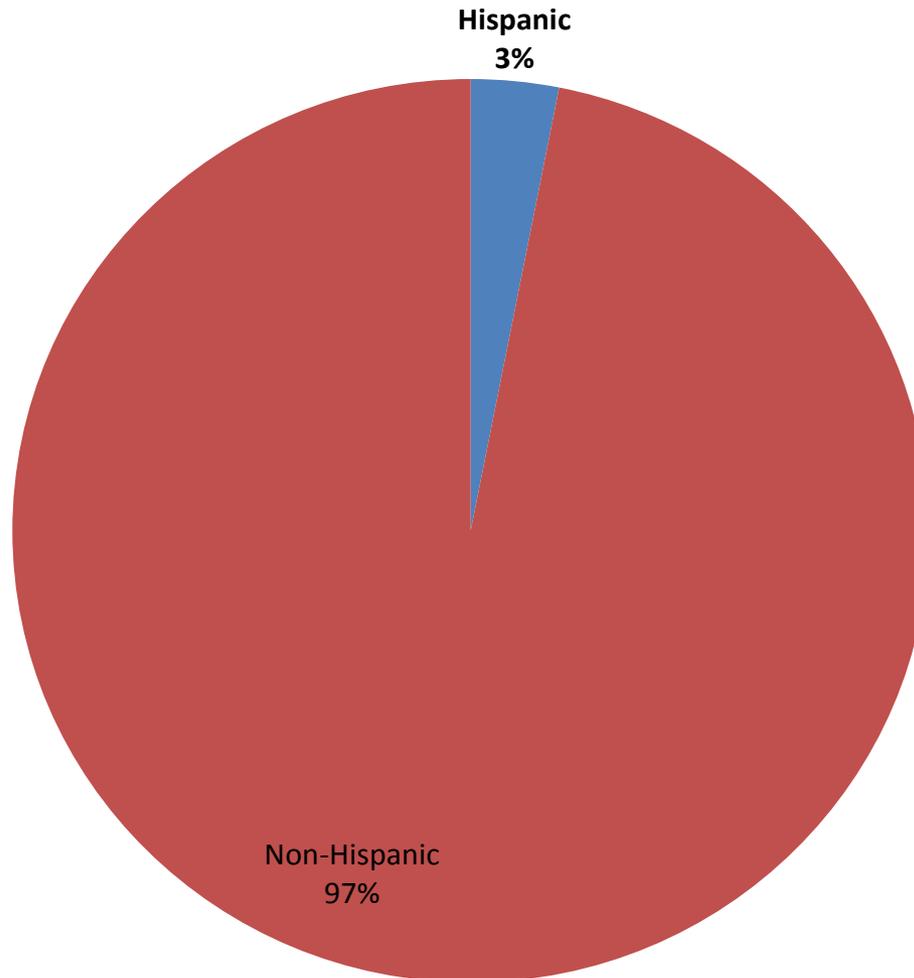


# Respondent Demographics

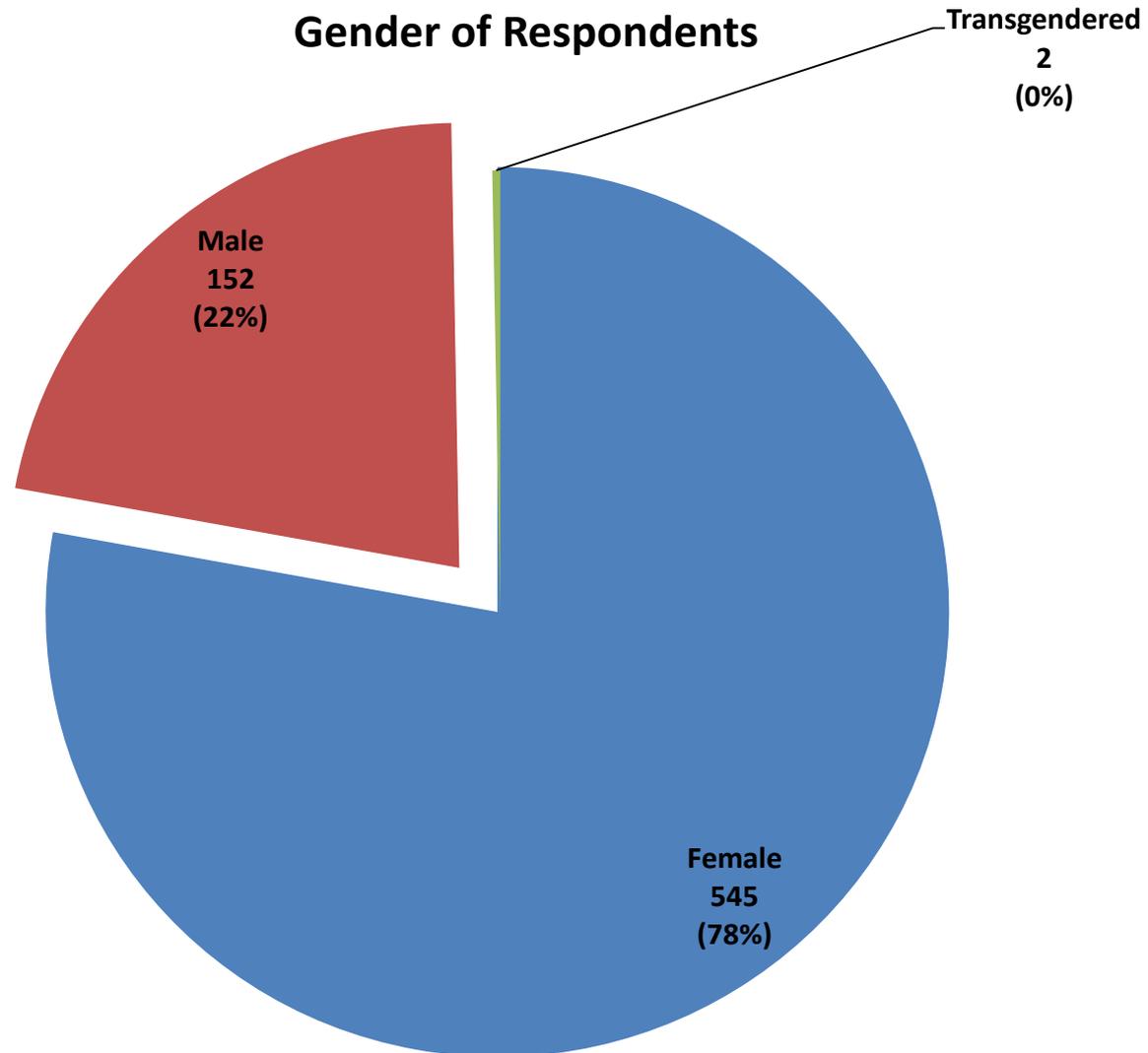


# Respondent Demographics

## Respondent Ethnicity

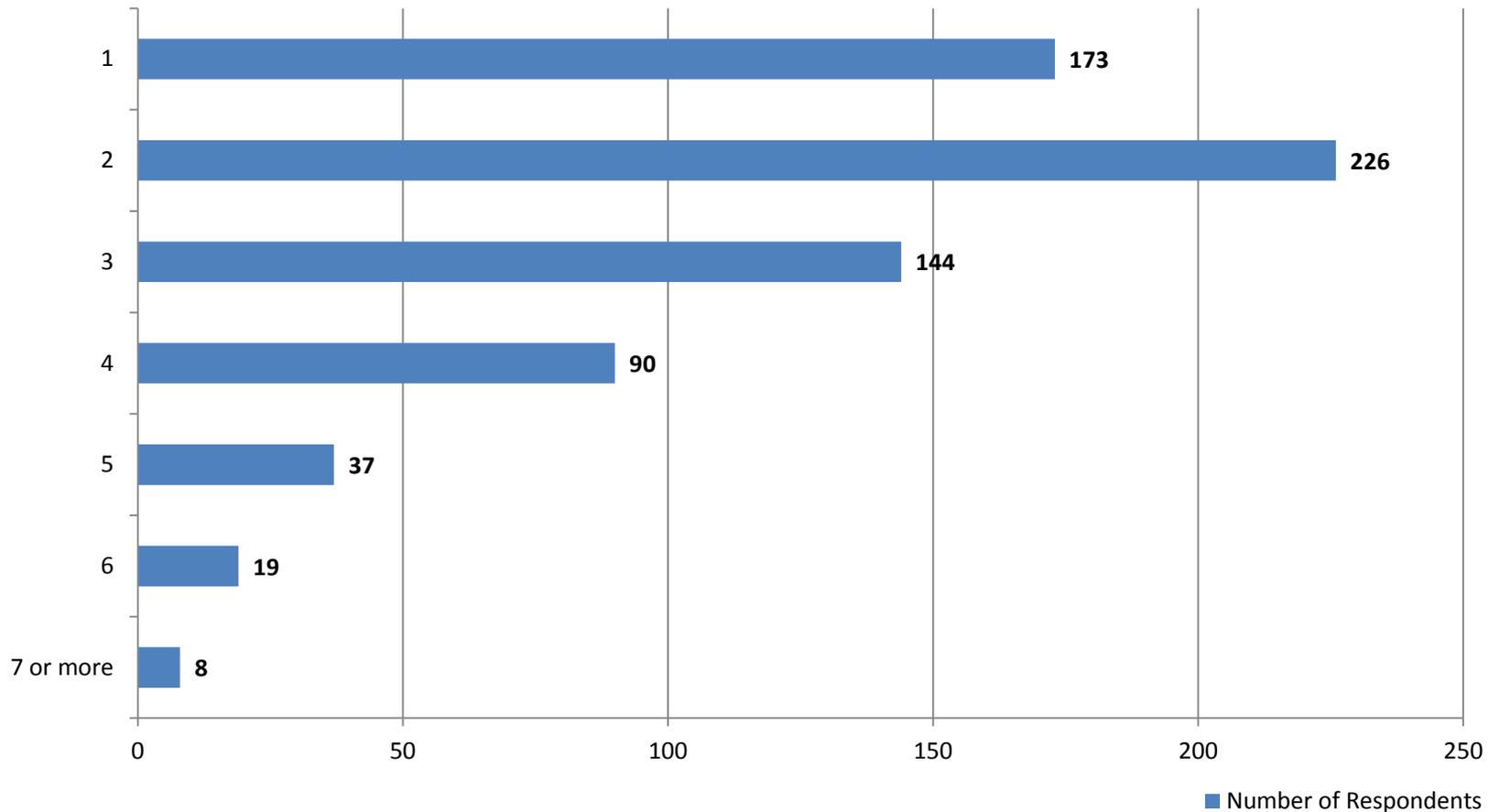


# Respondent Demographics



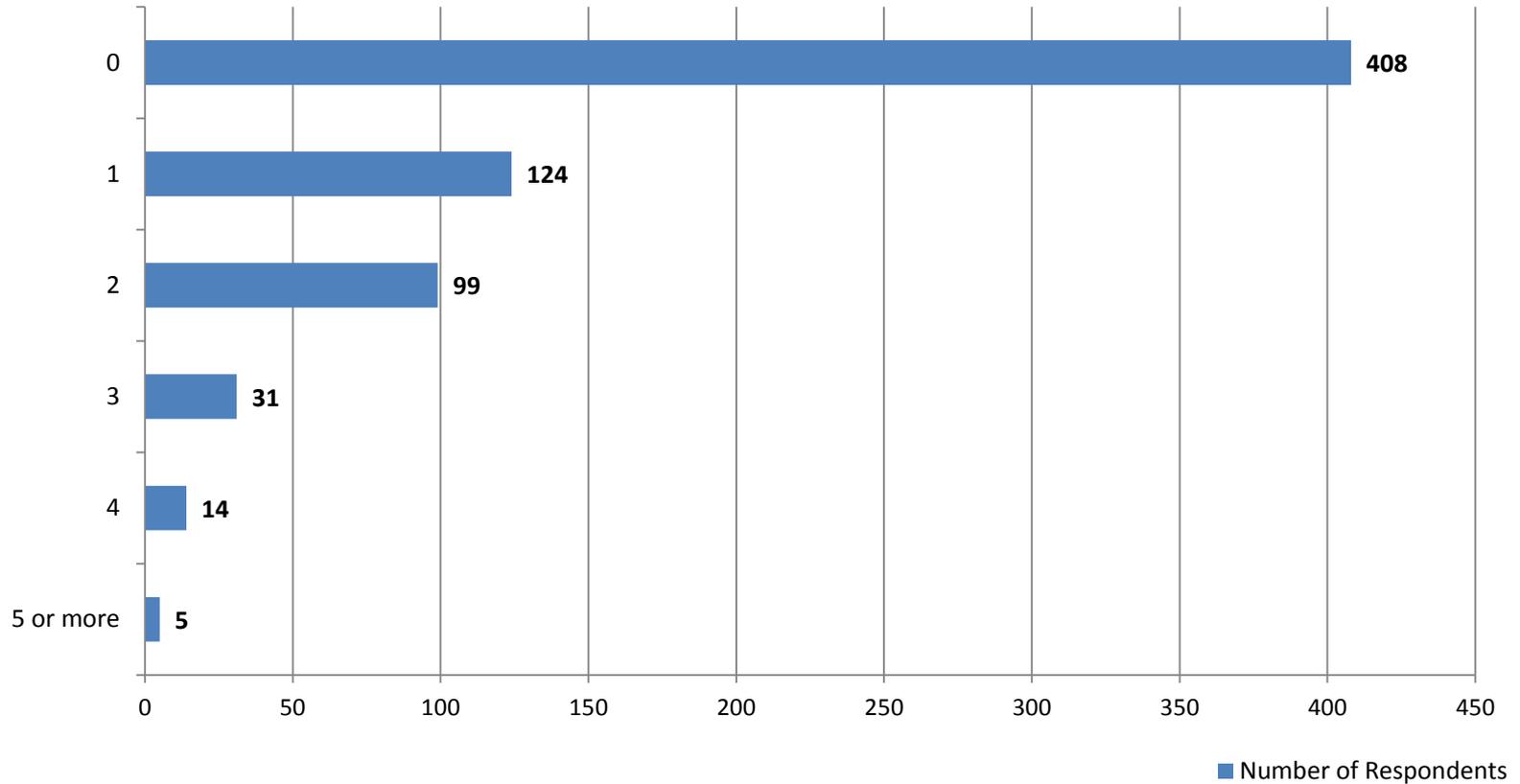
# Respondent Demographics

## Household Size



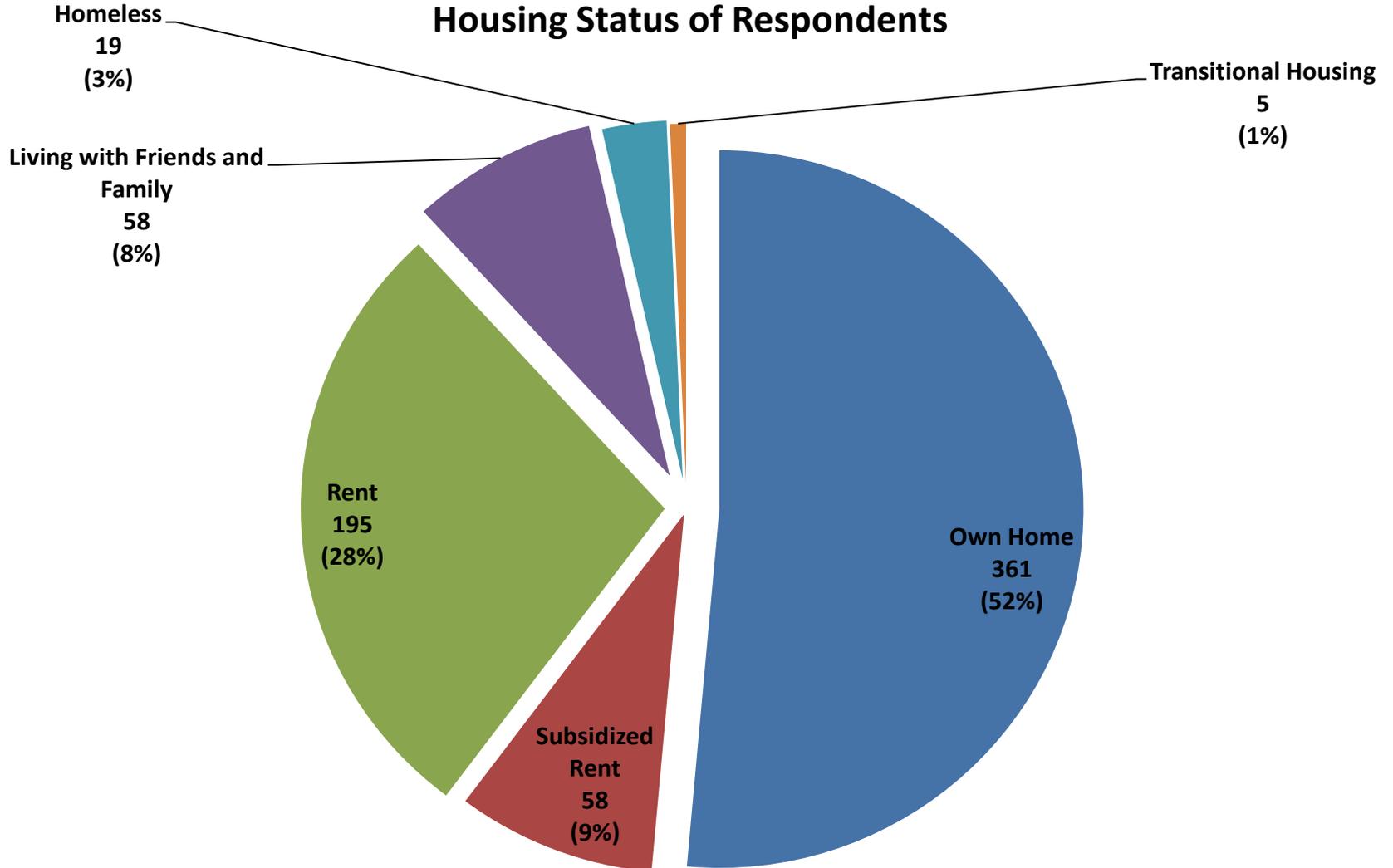
# Respondent Demographics

## Number of Children in Household



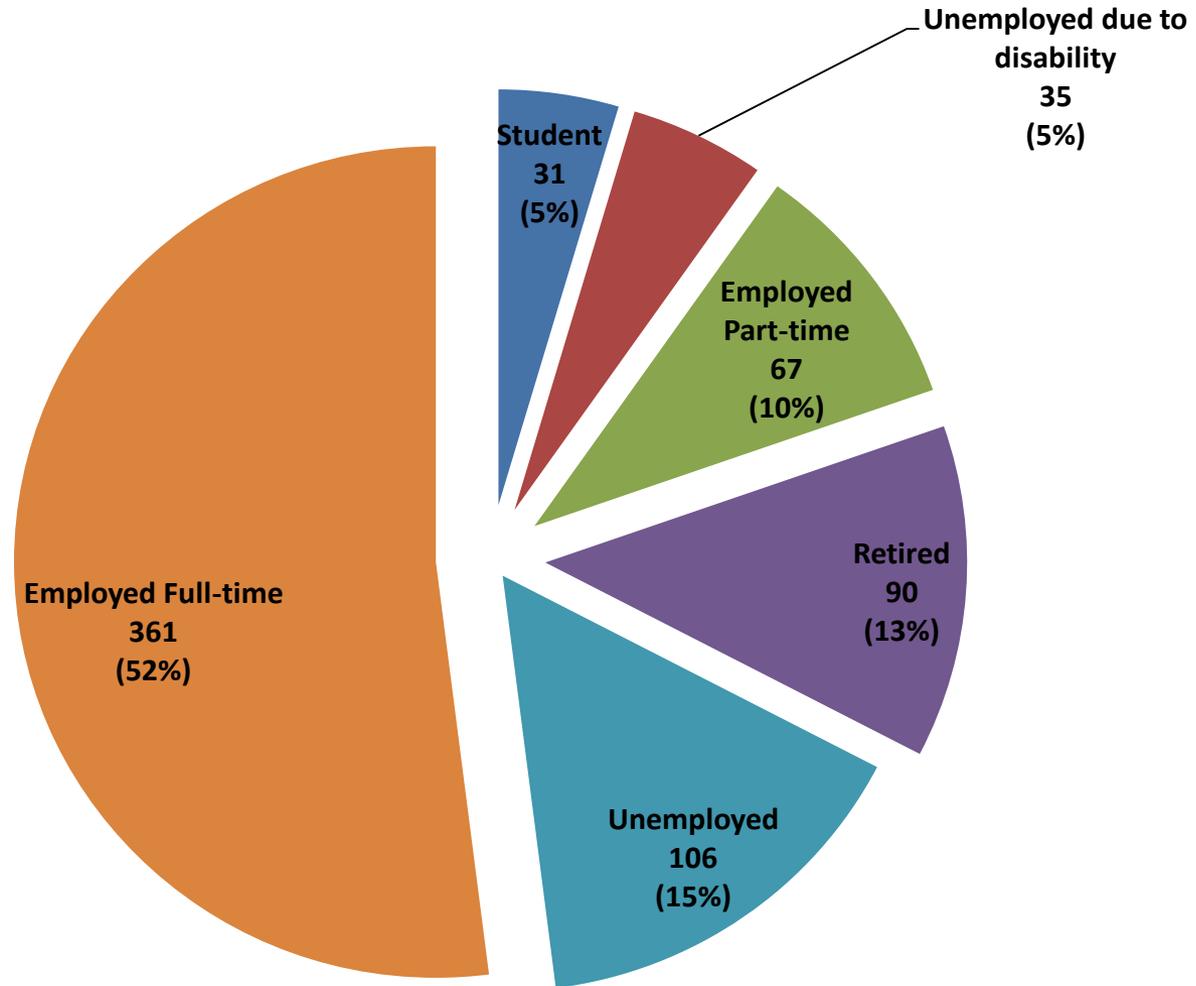
# Respondent Demographics

## Housing Status of Respondents



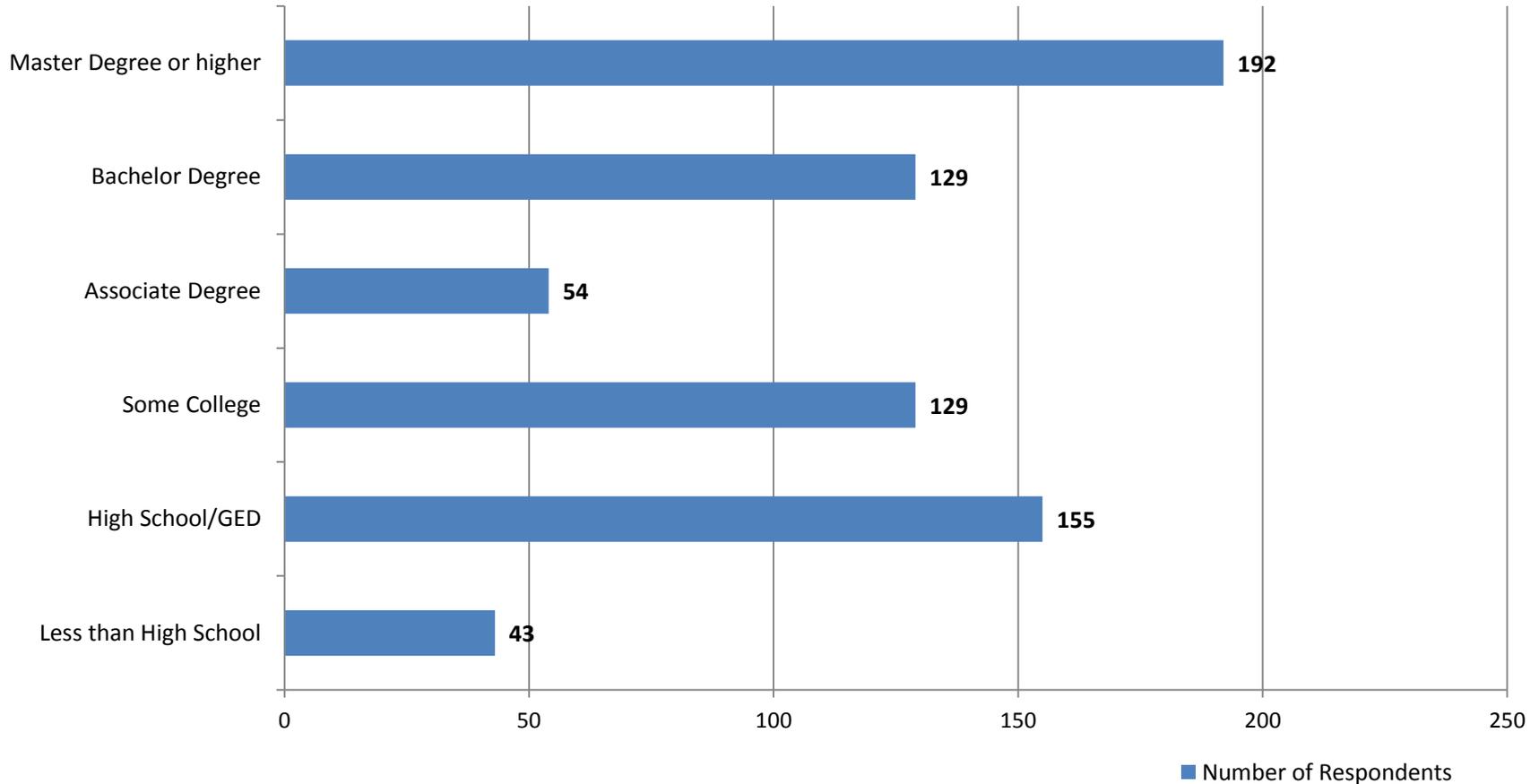
# Respondent Demographics

## Employment Status of Respondents



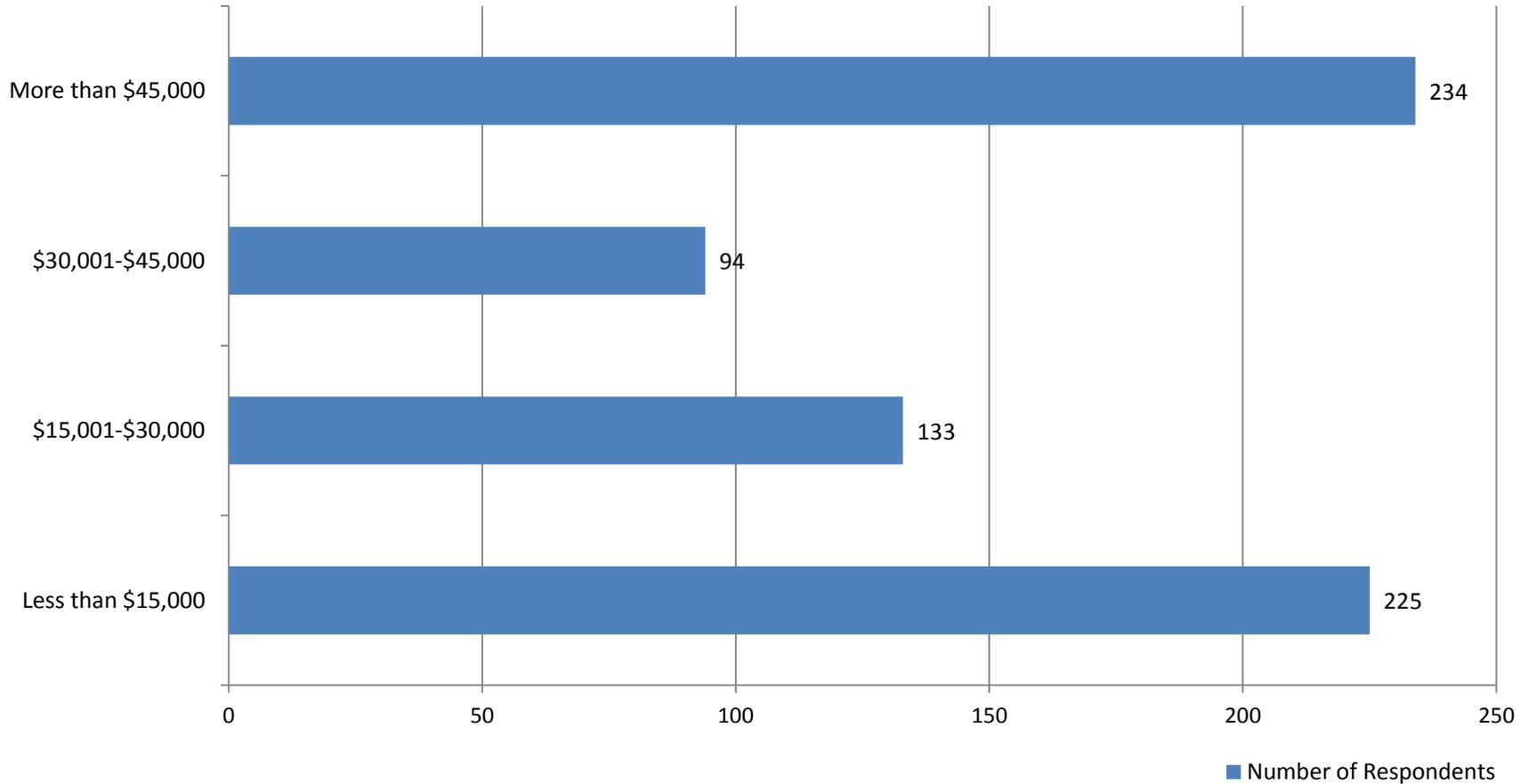
# Respondent Demographics

## Highest Level of Schooling Completed by Respondents



# Respondent Demographics

## Annual Household Income of Respondents



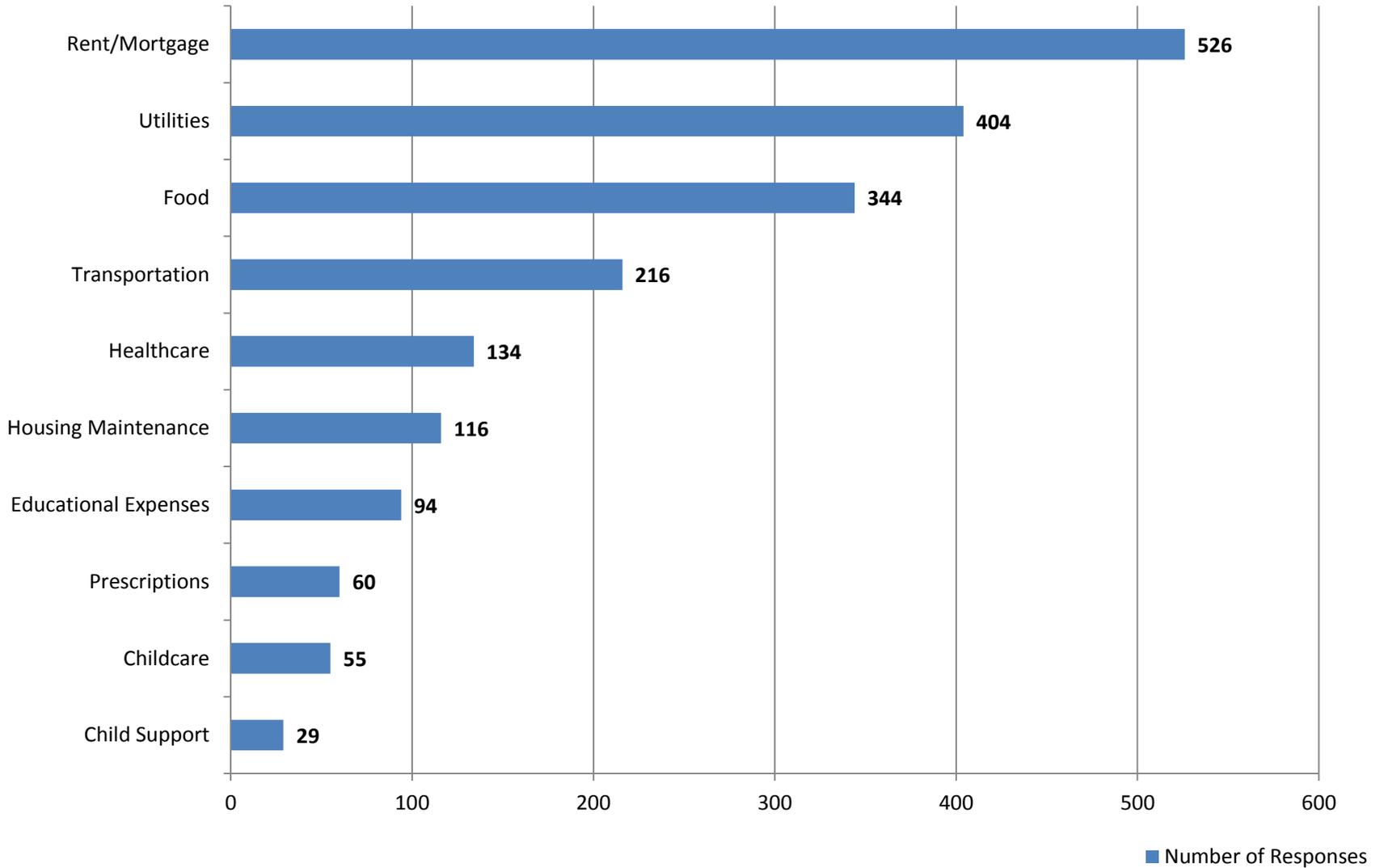
# Demographic Considerations

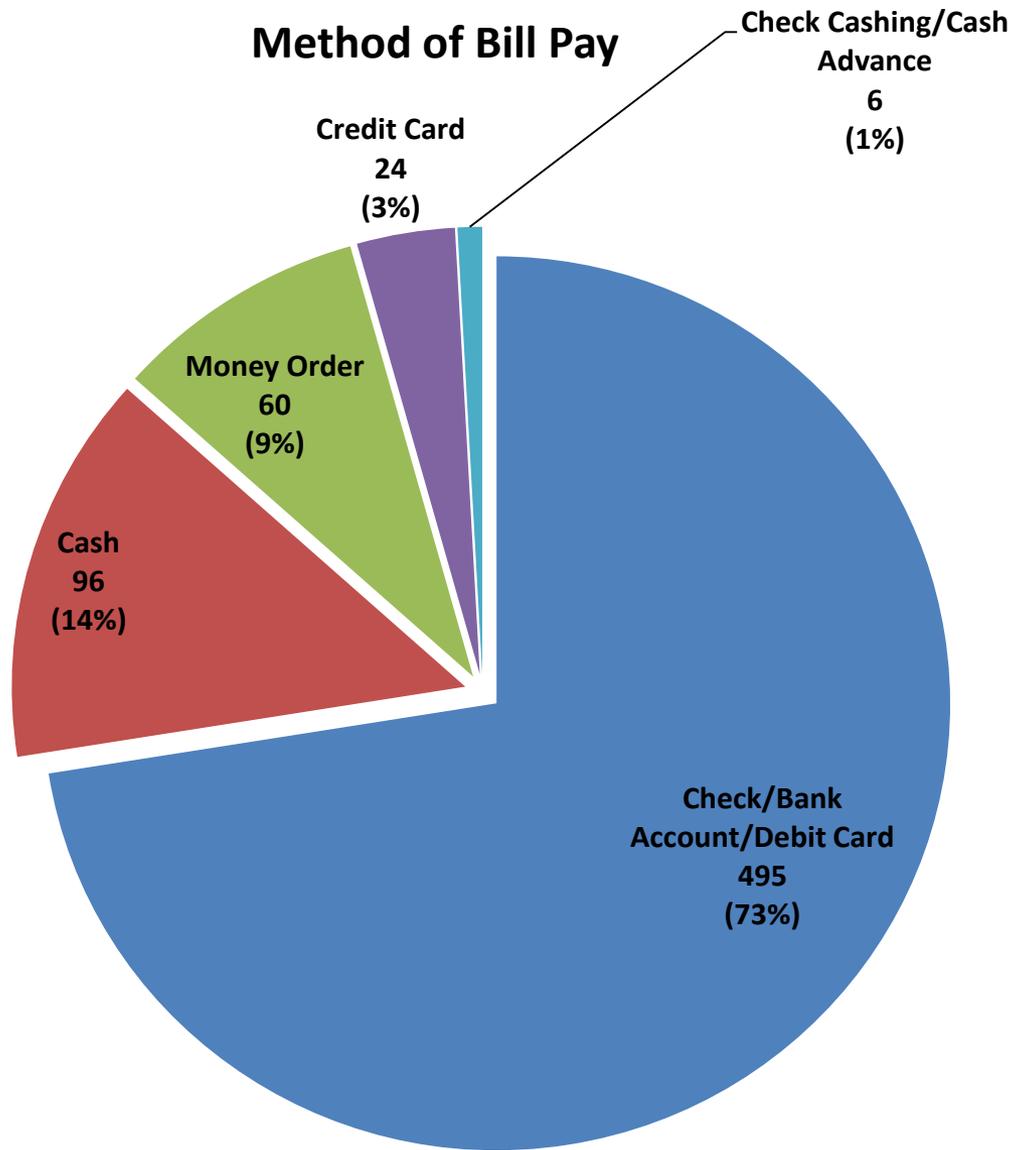
- High senior response rate has potential impact on:
  - Low-ranking of education and early-childhood needs;
  - high home ownership rates of respondents;
  - children in household reported by respondents
- Overwhelming female respondents due to community service provider and employee responses combined with who typically seeks services for the family

# Demographic Considerations

- Employment status impacted by community service providers/employees.
  - There were a number of people making under \$15,000 a year reporting employment full and part time.
- Education attainment levels impacted by community service providers/employees.
  - There were a number of people making under \$15,000 a year reporting master and bachelor's degrees.
- Almost all of those making above \$45,000 were community service providers or employees.

# Largest Household Expense





# Text Analysis Summary

- Greatest needs are housing and homelessness services, services for youth, and employment services
- Agency collaboration, communication, and outreach, housing and homelessness services, and safety net services work
- Program design and duplication of programs, housing and homelessness services, and providing info and access to the public do not work

# Text Analysis Summary

- Allocation of resources, management and program management, communication, and client access are barriers to addressing priority areas
- To break down barriers, LMCS should improve collaboration and transparency, improve access, and provide more or better allocate resources
- LMCS should serve as a community coordinator, funder, and advocate; adopt a holistic, supportive delivery model; and focus on the long-term success of the community

# Client Focus Groups

# Focus Groups

- Two focus groups were conducted March 7<sup>th</sup> and 8<sup>th</sup> 2015
  - Groups were facilitated by agency intern
  - Selection was at random from clients who used CSBG services since July 1, 2014
- Eight clients attended the two groups, representing programming from Senior Transportation, Job Training, Income Management, and College Scholarships.

# Focus Group Summary

- Better community awareness of agency programs is needed
- Improve agency programming to better prepare a client for what happens after programming ends
- Workers are helpful, compassionate, and responsive
- Develop holistic service-delivery model
- Focus on youth, education, and long-term success

# Summary

# The Community Wants...

- LMCS to develop holistic self-sufficiency programming that prepares clients for long-term success
- LMCS to address priority areas of housing and homelessness, youth, and self-sufficiency for all families (especially vulnerable populations)
- LMCS to improve access to and delivery of its services, communicate, and allocate resources in a responsible way

## Client Discussion Group Notes

As part of an ongoing evaluation Metro Community Services sought feedback from participants of programs/services. Feedback of this type creates a rich understanding of the experiences many in our community face. Two discussion groups were held in the community to collect this information. The groups consisted of one facilitator and one note taker. The facilitator provided participants with a series of prompts designed to encourage open and expressive communication regarding their shared experiences and the services they have received. Participants were identified and a random sampling design was chosen. Each participant was assigned a number, and a color was assigned to each case worker.

Contact was made via email and telephone from the randomized list to ensure that participants had an equal chance of being selected. Participants were given two dates to choose from March 7<sup>th</sup> & March 8<sup>th</sup>. Locations were secured outside of metro offices. Prior to beginning the group participants were required to sign a consent form.

Each session has ten discussion prompts. The average time spent on each prompt was about 10 minutes and the groups each lasted one hour and 10 minutes. The following questions and prompts were used to initiate sharing of information:

- What barriers, if any, did you experience during the application process, or at any other point in receiving services or entering programs?
- Are the services you receive/received addressing your needs?
- Are there needs not being met you feel could be? And if so what are they?
- Describe your overall experience?
- If our services were world class what would that look like?
- Does/did your case manager handle your case efficiently? For example were your calls returned quickly, was paperwork handled correctly, and if any problems arose were they handled swiftly?
- Has your interaction with your worker and our staff been pleasant? Why or Why not?
- What if any improvements could be made to our services that would better meet the needs of the community? Explain.
- Would you recommend our services to a friend or family member in need? Why or why not?
- Did you get the opportunity to do an online survey?

### **Group 1 – March 7<sup>th</sup>, 2015 1pm Home of the Innocence**

The following programs were represented in this group: Job Training and Income Management

Major Themes:

- Lack of awareness of the programs in the community, especially the foreign community, and those in recovery.
- Changing programs and leaving participants without resources to cover gaps.
- More world class would be more encompassing programs, better planning with grant money, and reaching young people.
- Very helpful staff and feel that they care about their clients; went beyond expectations.
- Involve youth more, focus on education and future generations.
- Programs need to have transitional measures.
- Work with clients regarding goals and achieving them long term.
- Communicate better with other organizations and agency serving the clients.
- No one in this group was aware of any online survey.

### **Group 2 – March 8<sup>th</sup>, 2015 1pm Louisville Free Public Library**

The following programs were represented in this group: Job Training, College Scholarship, and Senior Nutrition.

Major Themes:

- Too difficult to find out about services and programs; Need more outreach.
- Programs helpful and could be longer, helping more after they end.
- Process was smooth to enter services, workers were very helpful.
- Use of media and technology to gain awareness of services.
- Need more planning and support for future when programs end.
- Workers helpful, professional, encouraging, fun to work with, and provided personalized attention. One participant remarked that her worker was encouraging when she was studying for finals and another stated her worker attended her daughter's graduation.

- Communication between workers should be in preferred method of client not worker.
- World Class: long term efforts to reach youth, help with entire four years of college, provide more transitional services and help reaching professional goals and conduct mock interviews with clients.
- Concern for youth, pre-school age, and those in need of education.
- More connections with Universities so students can get this kind of help easier.
- One client had been asked but could not access the customer service survey.

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## **CSBG Staff Planning Session Synopsis**

LMCS held a CSBG staff planning session on March 18, 2014 to give CSBG staff an opportunity to have input into the 2016 CSBG plan. The session provided staff an overview of the CSBG planning process, intended goals of the planning session, a review of the Community Needs Assessment, discussion around client barriers, ideas to improve services, and priorities, and a review of next steps and the planning timeline. The session was attended by all available direct service staff and program supervisors.

### **Client Barriers**

Staff identified the following client barriers to reaching identified goals and self-sufficiency:

- Legal Help
  - Criminal history
  - Access to lawyers—Help clients prevent criminal histories by providing lawyer services
- Client feelings on change/services
  - Client confidence in themselves to make changes in their lives
  - Some clients are not ready to make changes in their lives
  - Some clients are only interested in Band-Aid services
  - Some clients feel entitled to services
- Housing—Safe, affordable, desirable
  - Substandard housing—A client is not homeless, but their housing is substandard
- Transportation—The ability to get to where resources are in the community
  - Public transportation is insufficient to get clients to where they need to go

- Transportation for children—Getting kids to preschool, daycare, or community programming on public transportation poses unique barriers
- Senior nutrition—Seniors cannot afford healthy food, and have a more difficult time accessing resources like food banks in the community
- Education—Some clients lack GEDs, especially in the aging out of foster care population, many do not possess needed education to obtain employment
- Cost of medicine, especially for seniors
- Income is insufficient to address basic needs and barriers
- Inadequate employment—Clients may have a job, but it only pays minimum wage
- Benefit reduction—As clients become self-sufficient benefits decrease disproportionately
- Relationship issues
- Limited English Proficiency
- Youth services—Services are inadequate, not interesting to youth, or not located in convenient and needed locations in the community
  - Engaging parents of youth

### **Strengthening Services**

Staff identified the following methods to strengthen CSBG services:

- Provide more/improve staff training
- Improve public relations/advertisement of services
- Improve program design to focus on long-term results
  - Provide case management for a longer period of time
  - Strengthen program policies

- Improve vetting of agency vendors
- Invest in evidence-based practices
- Improve services for LEP clients
- Meet clients where they are—provide services to help stabilize crises so clients can move into services that help them become self-sufficient
  - Provide “jump start” services for those who are not yet stable enough to enroll in programming
- Become a cross-functional team where all staff can offer clients the same services

### **Priorities**

Staff identified the following as priorities for fiscal year 2016:

- Education programming
- Evidence-based practices
- Staff training
  - Motivational Interviewing training for staff
  - Build cross-functionality
- Youth services
- Housing services
- Credit building services for clients
- Improve outreach methods and techniques