



Louisville Metro



Community Action  
Partnership

**LOUISVILLE METRO COMMUNITY ACTION PARTNERSHIP**

**Department of Community Services**

**Louisville Metro Government**

**COMMUNITY SERVICES BLOCK GRANT**

**2016-2017 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 a 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 and reduce poverty.” The vision of the Department of Community Services is to “be the leader in providing services that move individuals and families to self-sufficiency.” 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 Louisville Metro Government with the intent to holistically serve the needs of low-income and vulnerable populations. The Advocacy and Empowerment division of LMCS encompasses advocacy and volunteer programming for vulnerable populations and financial empowerment and economic development. The Advocacy and Empowerment division also oversees the External Agency Fund (EAF), which provides grants to nonprofit agencies in Jefferson County to decrease homelessness, increase household financial stability, increase youth, teen, and/or young adult engagement, and increase access to services and resources for targeted populations. Neighborhood Place provides client facing services from a variety of partner agencies such as the Kentucky Department of Community Based Services, Jefferson County Public Schools, and Seven Counties Services under one roof for communities and citizens. The Long-Term Housing division administers 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, 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 supports the planning, implementation, and evaluation of CSBG programming.

LMCS revamped its strategic plan in 2015 to provide clear departmental priorities in line with the priorities of Louisville Metro Government Mayor, Greg Fischer. LMCS used 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:** Develop strategic partners that enhance our mission and assist us to achieve 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:

- Enhance Staff Development
- Improve Internal Collaboration
- Improve Data Collection
- Establish Equity through Advocacy

- Increase Department Compliance
- Improve Management of Resources
- Reduce Homelessness
- Increase Household Financial Stability
- Improve Customer Service Experience
- Improve Client Access

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.

**b. Agency contact information****Eric Friedlander, Director of Community Services**

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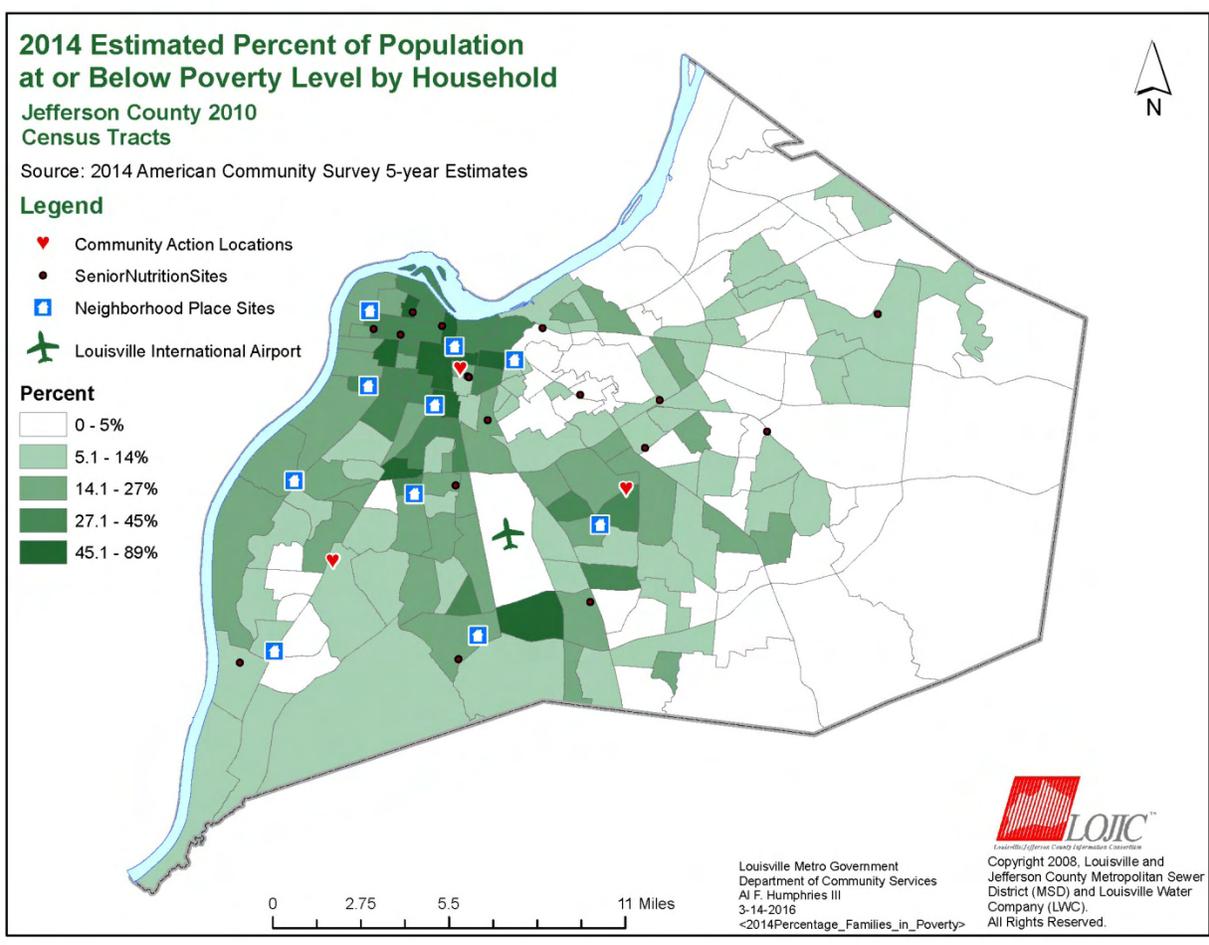
### **c. Louisville Metropolitan Geographical Area**

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.

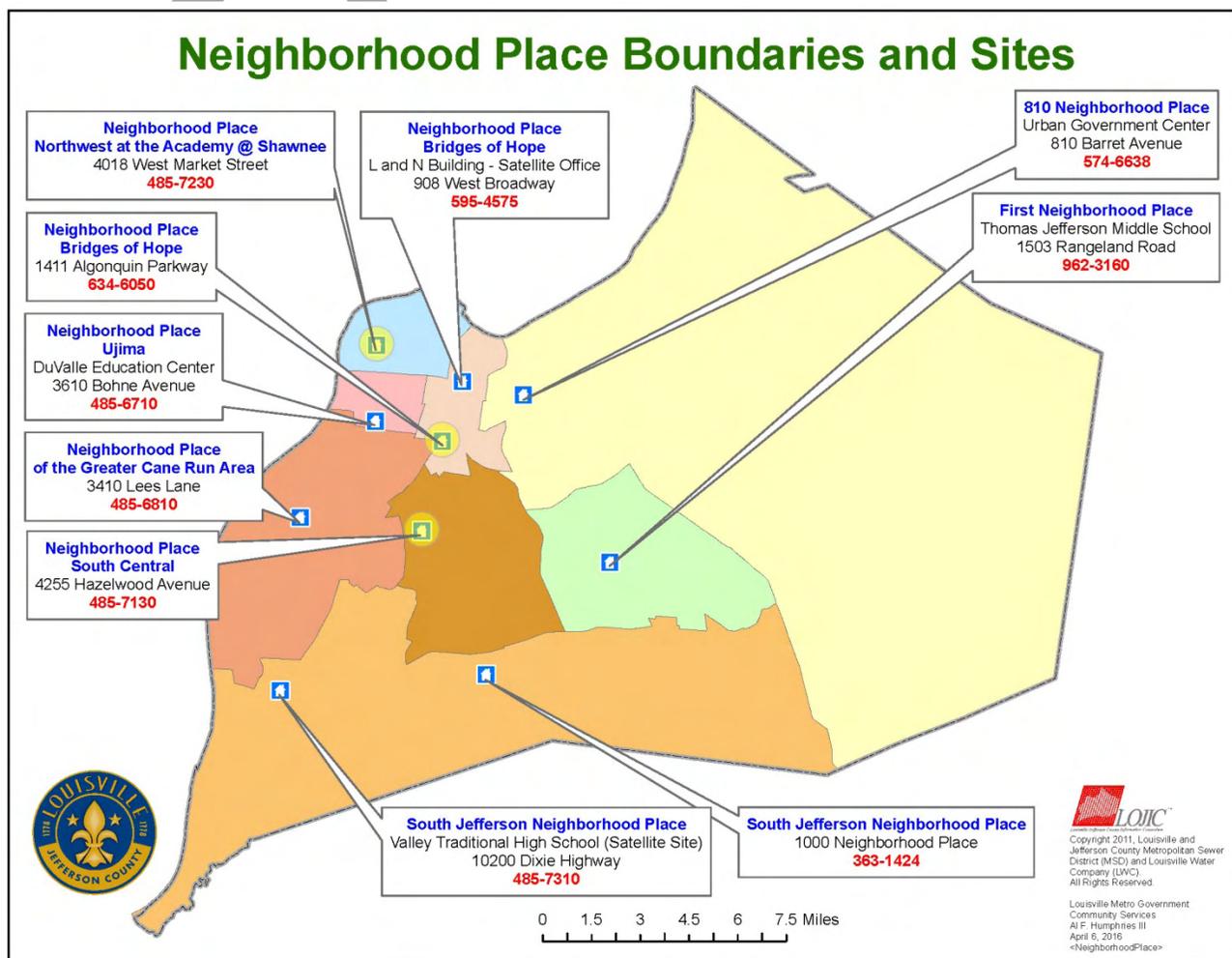
The current population of Jefferson County is 751,485. Below are some recent statistics that indicate the current prevalence and relevance of poverty related issues in Jefferson County:

- *16.72% of the total Jefferson County population is living in poverty compared to the national average of 15.5% (American Community Survey, U.S. Census Bureau, 2014).*
- *15.9% of all households in Jefferson County live in poverty, with female-headed households making up 63.27% of all households in poverty (American Community Survey, U.S. Census Bureau, 2014).*
- *The child (ages 0-17) poverty rate in Jefferson County is 24.6% compared to a national average of 21.9% (American Community Survey, U.S. Census Bureau, 2014).*
- *30.73% of households are cost burdened (housing expenses exceed 30% of income). (American Community Survey, U.S. Census Bureau, 2014).*

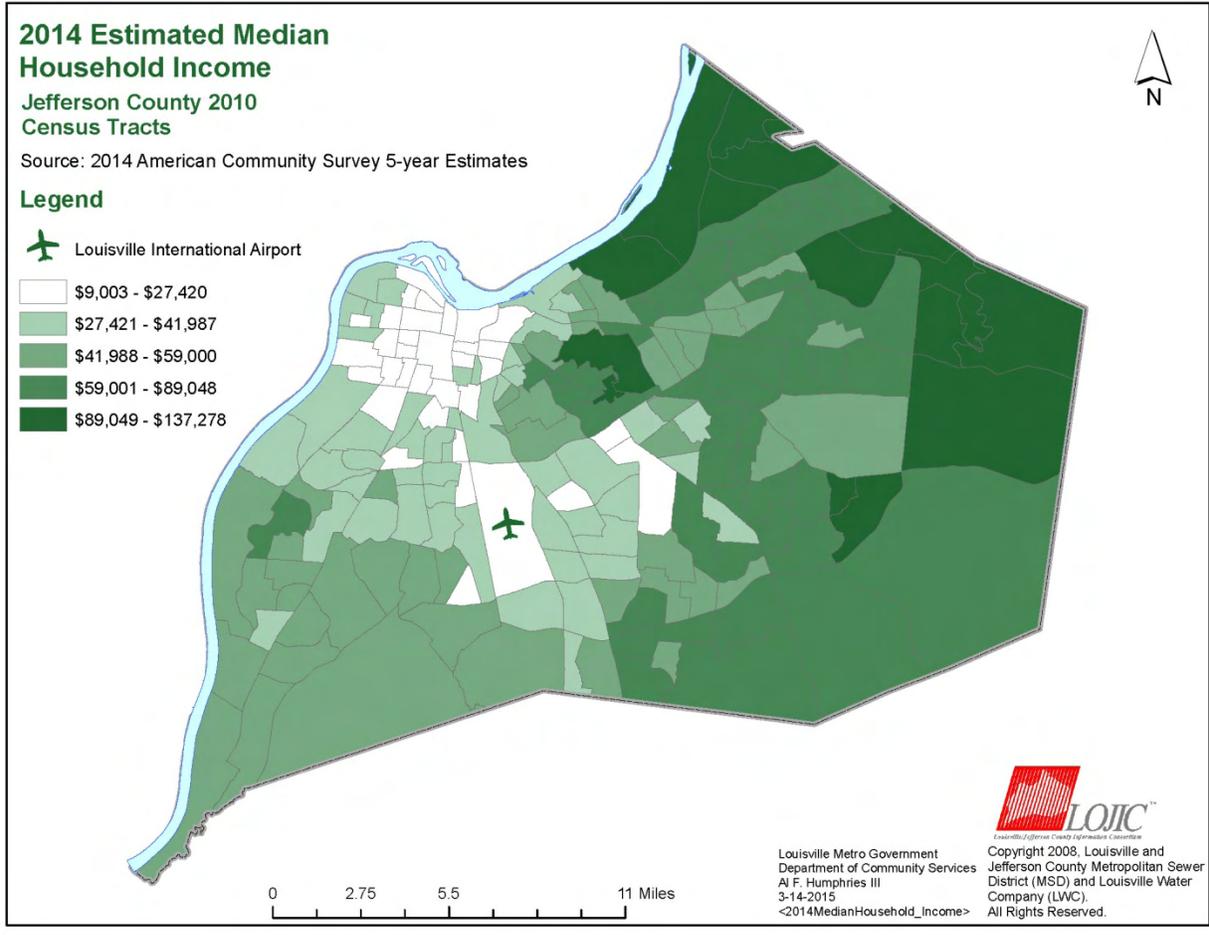
While LMCS provides services to residents throughout the entire county, there are several geographic areas where service beneficiaries are concentrated due to issues such as age of the population, age of the built environment, low economic development, food deserts, lack of employment opportunities in 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.



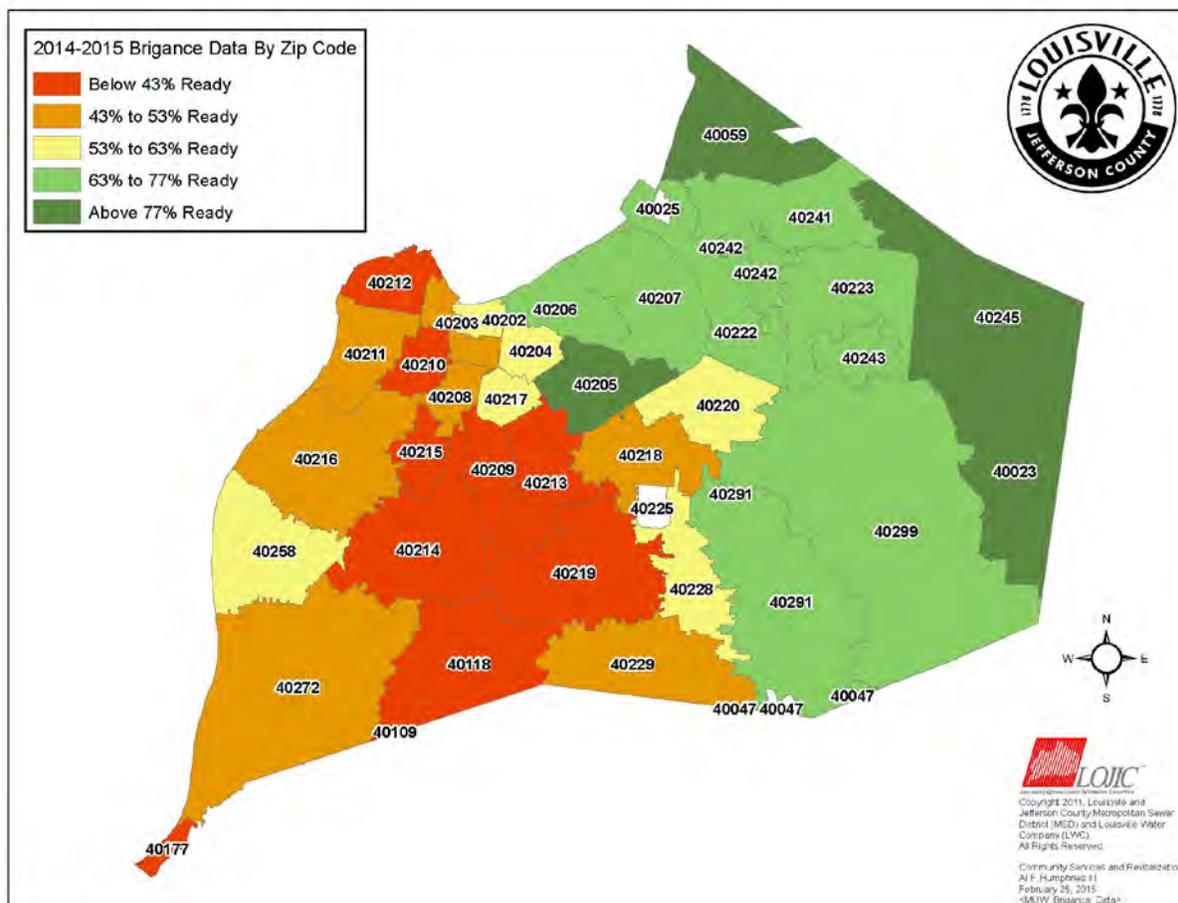
LMCS operates programming through a main office, two satellite locations providing LIHEAP assistance, eight Neighborhood Place sites, and twenty-one senior nutrition sites throughout the Louisville Metro area. LMCS moved its primary office from the Urban Government Center to the Edison Center in April 2016. As part of this relocation, the Neighborhood Place based out of the Urban Government Center is seeking a new location that will meet community needs. LMCS also moved its CSBG-funded services into three of the eight neighborhood places as shown in the following map:



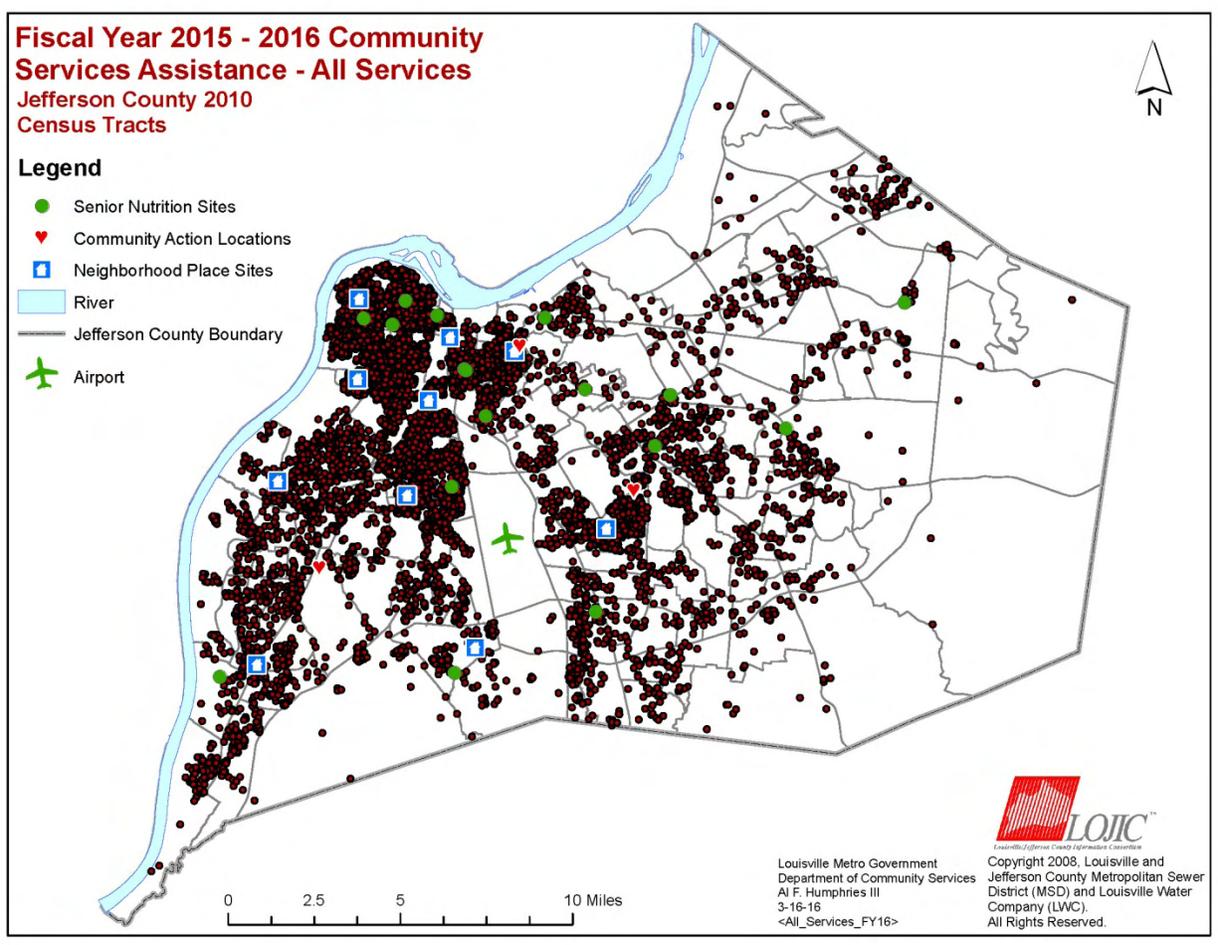
As of 2014, area median income for Louisville was \$47,692 according to ACS 5-year estimates. Western, southern, and central areas of Louisville tend to have lower median incomes than Louisville's eastern areas. However, pockets of poverty are forming in some eastern Jefferson County neighborhoods, partially 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.



LMCS serves roughly 17,000 households each year throughout the city. Households receiving assistance are 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 LMCS programming in fiscal year 2016.



**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 2 CFR, Part 200, Subpart F, and 3) the contractual agreement between Community Services 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 2 CFR Part 200 Subpart E.

## 2. Community Needs Assessment

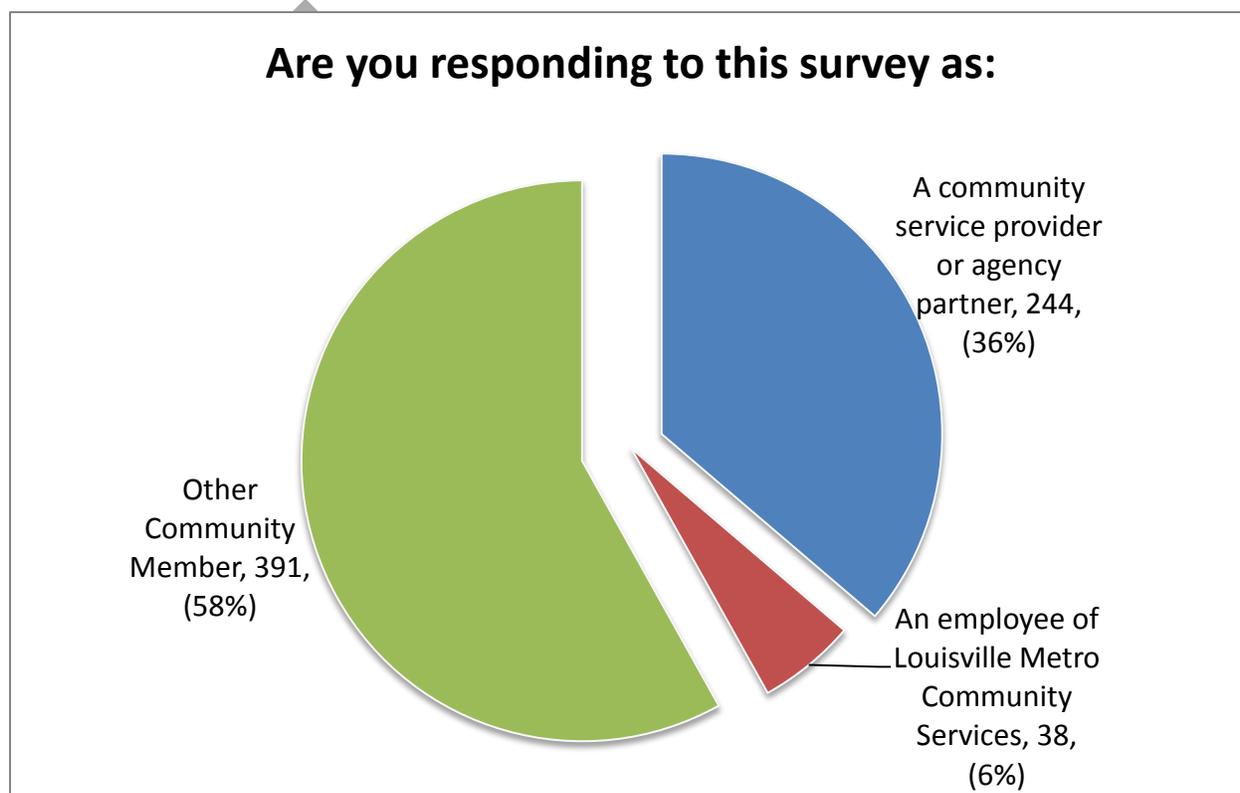
### a. Needs Assessment Process

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, a review of community assessments completed by partner organizations, and input from the planning committee of the agency tripartite board.

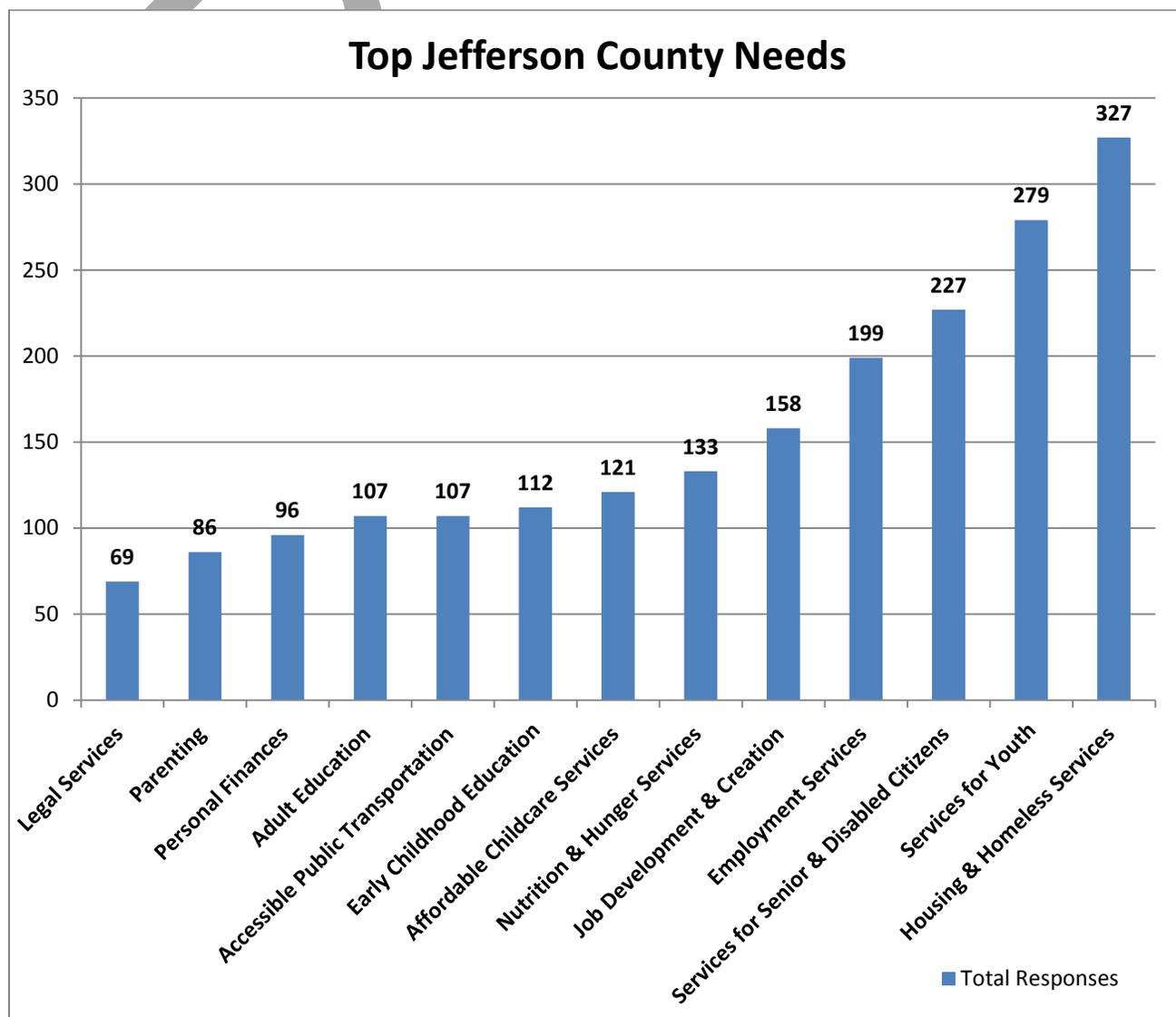
**Community Needs Assessment Survey.** LMCS distributed a community needs assessment survey from mid-December through the end of February 2016. The tool can be found in Appendix A. The survey was available online via SurveyMonkey and paper forms were distributed throughout the community. The online survey 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 673 assessments were collected (361 online, 312 paper) for analysis. Both the paper and online surveys included 17 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 6 open-ended questions and an opportunity to add any additional comments or suggestions.

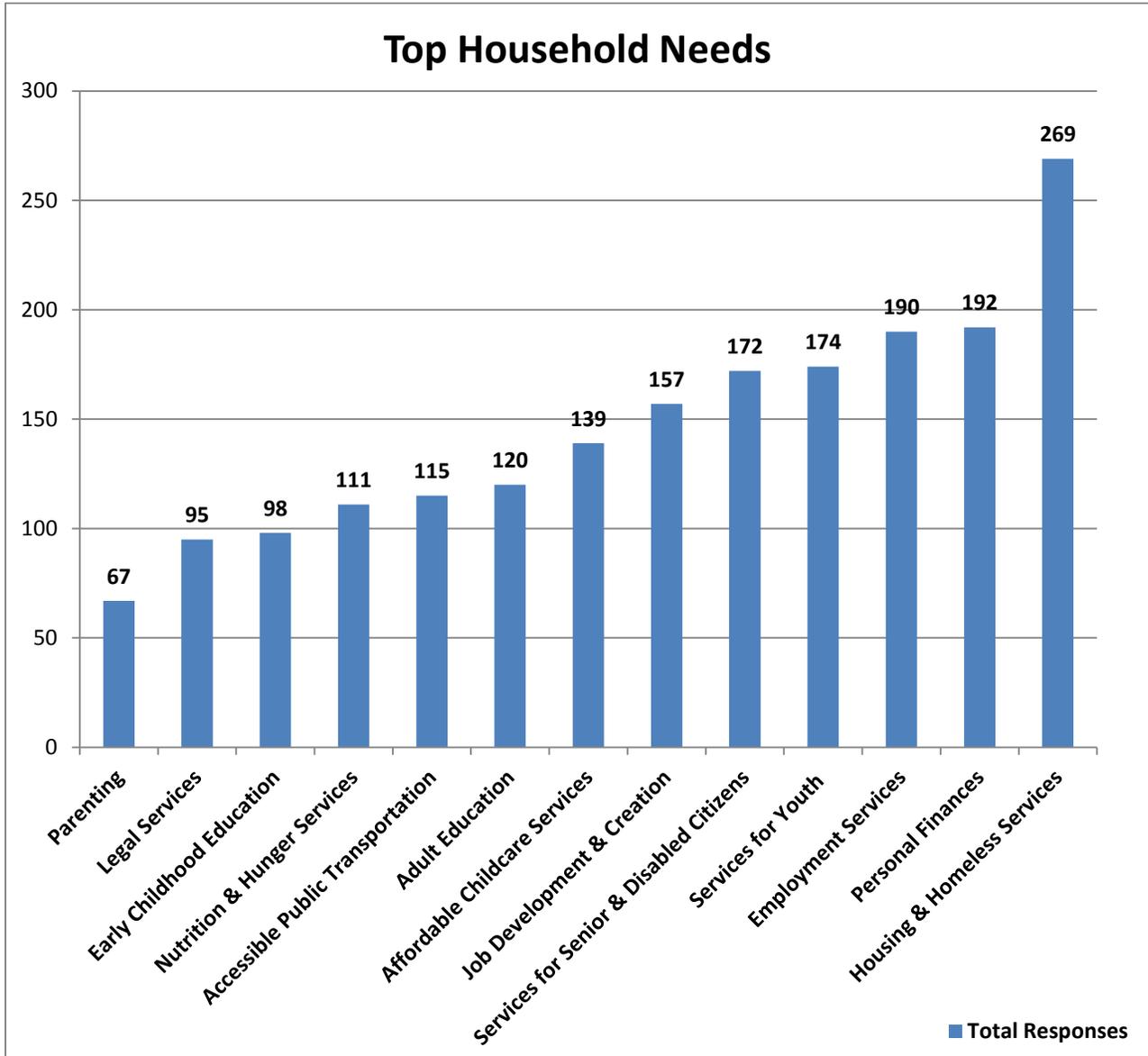
The first question asked respondents to identify if they were responding to the survey as a community service provider, an employee of LMCS, or another community member. Most respondents were not a service provider or employee (391, or 58%); 244 respondents were community service providers (36%); and the smallest portion (38, or 6%) was employees of LMCS.



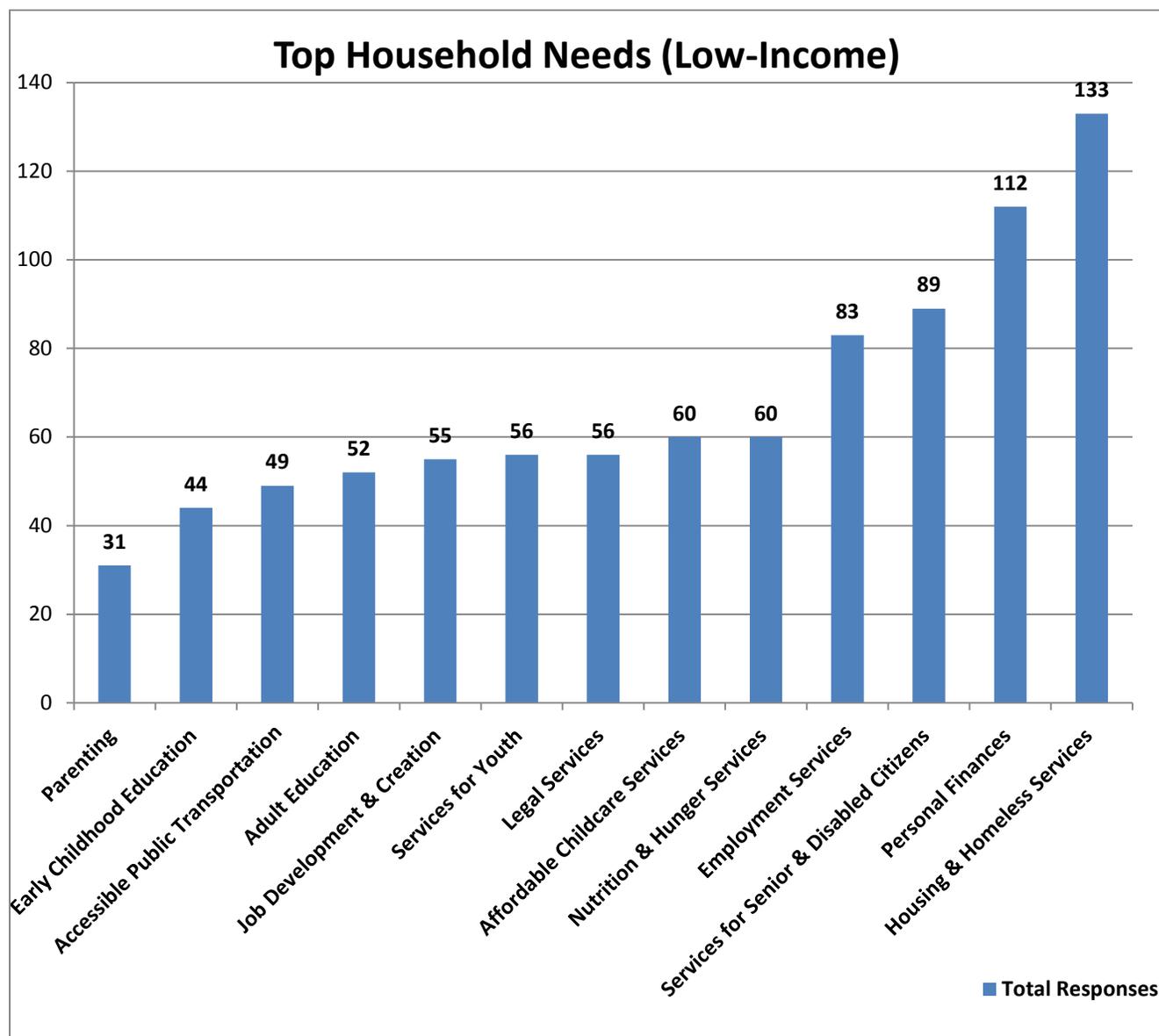
The second and third questions on the survey asked respondents to review listed service categories and identify the top three needs of Louisville/Jefferson County and then identify their household top three needs. Respondents identified the top three needs of Louisville/Jefferson County as **housing and homelessness services** (327 responses), **services for youth** (279) and **services for senior and disabled citizens** (227 responses). When filtering the responses to the question to include only those whose annual household income is less than \$30,000, the top three categories remain the same. The following graph represents all responses to this question.



Respondents identified the top three needs of their household as **housing and homeless services** (269 responses), **personal finances** (192 responses), and **employment services** (190). The following graph represents all responses to this question.

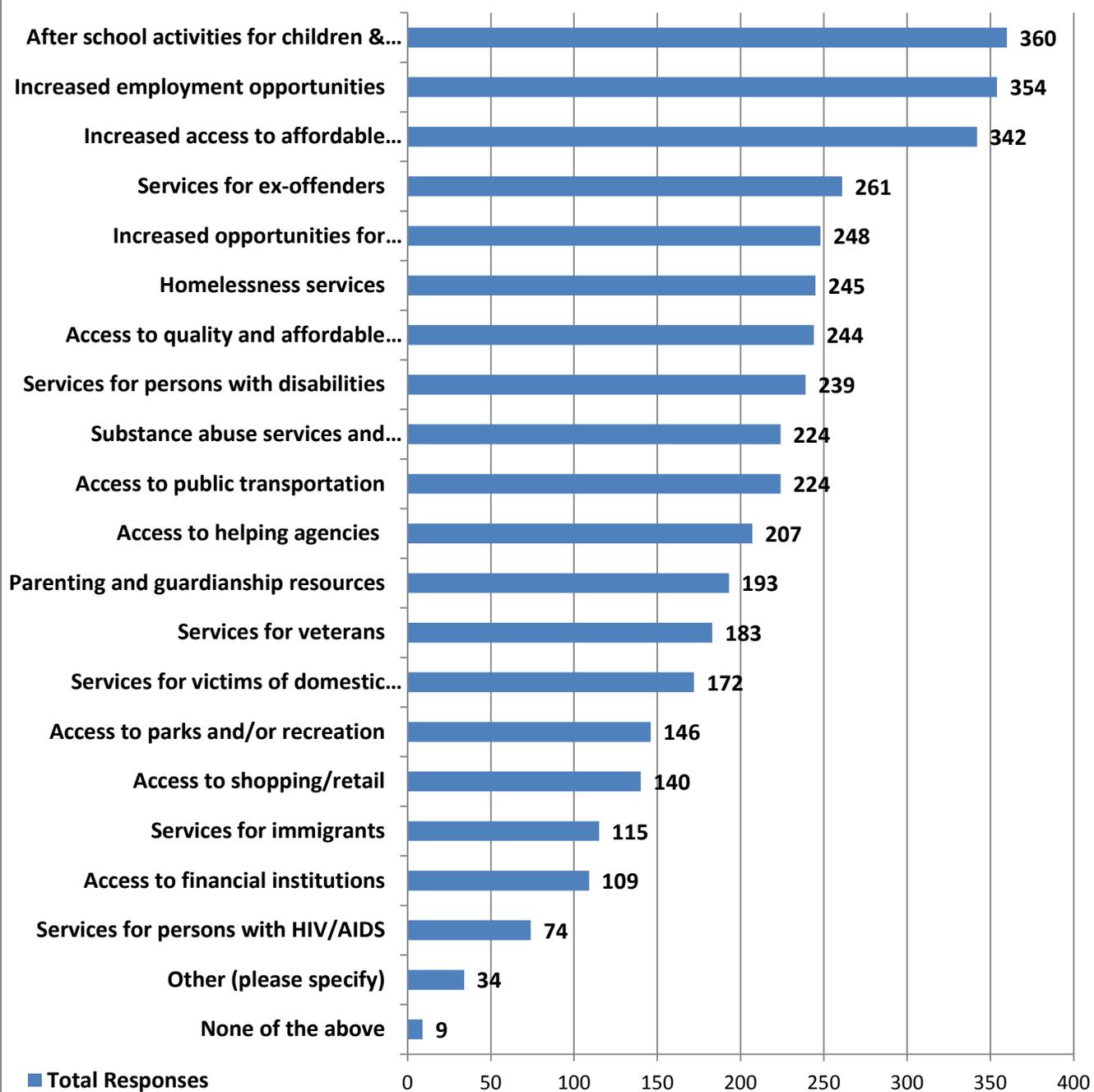


When filtering the responses to the question to include only those whose annual household income is less than \$30,000, the top three categories were **housing and homelessness services**, **personal finances**, and **services for seniors and citizens with disabilities**. **Employment services** came in a close fourth for this group.

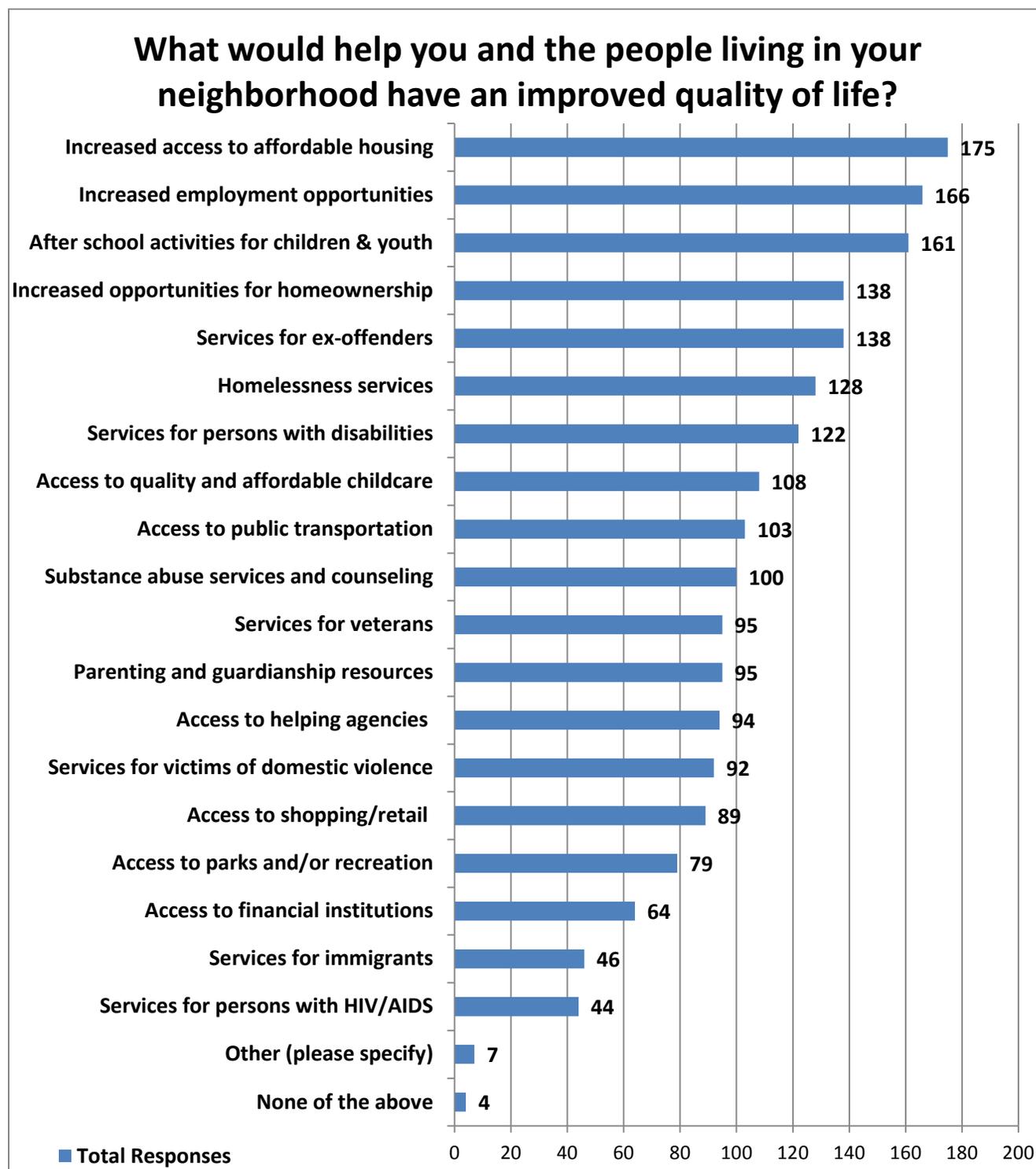


The next survey question asked respondents to identify what would help them and the people living in their neighborhoods have an improved quality of life. The top three conditions identified were **after school activities for children and youth** (360), **increased employment opportunities** (354) and **increased access to affordable housing** (342).

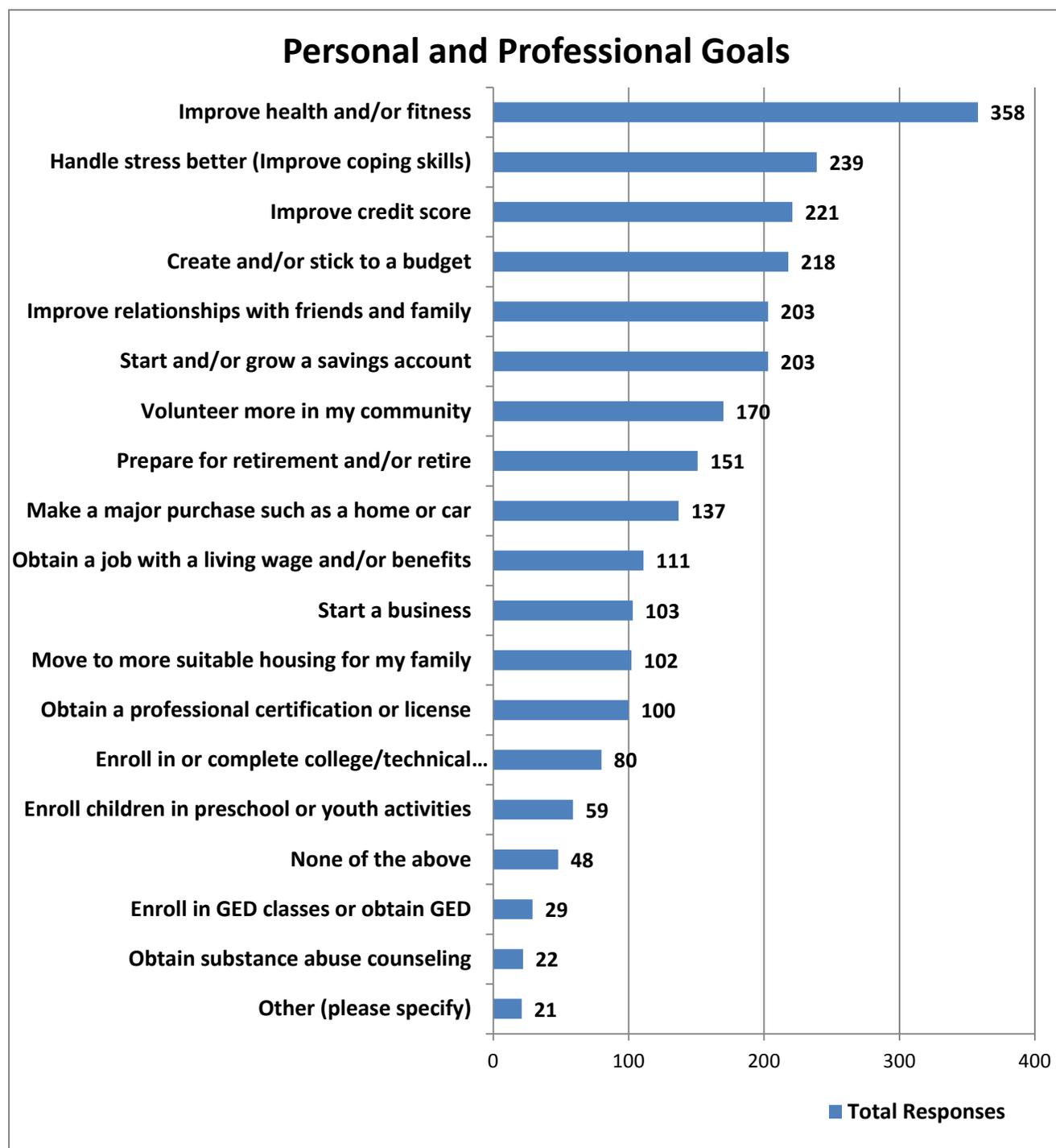
## What would help you and the people living in your neighborhood have a better quality of life?



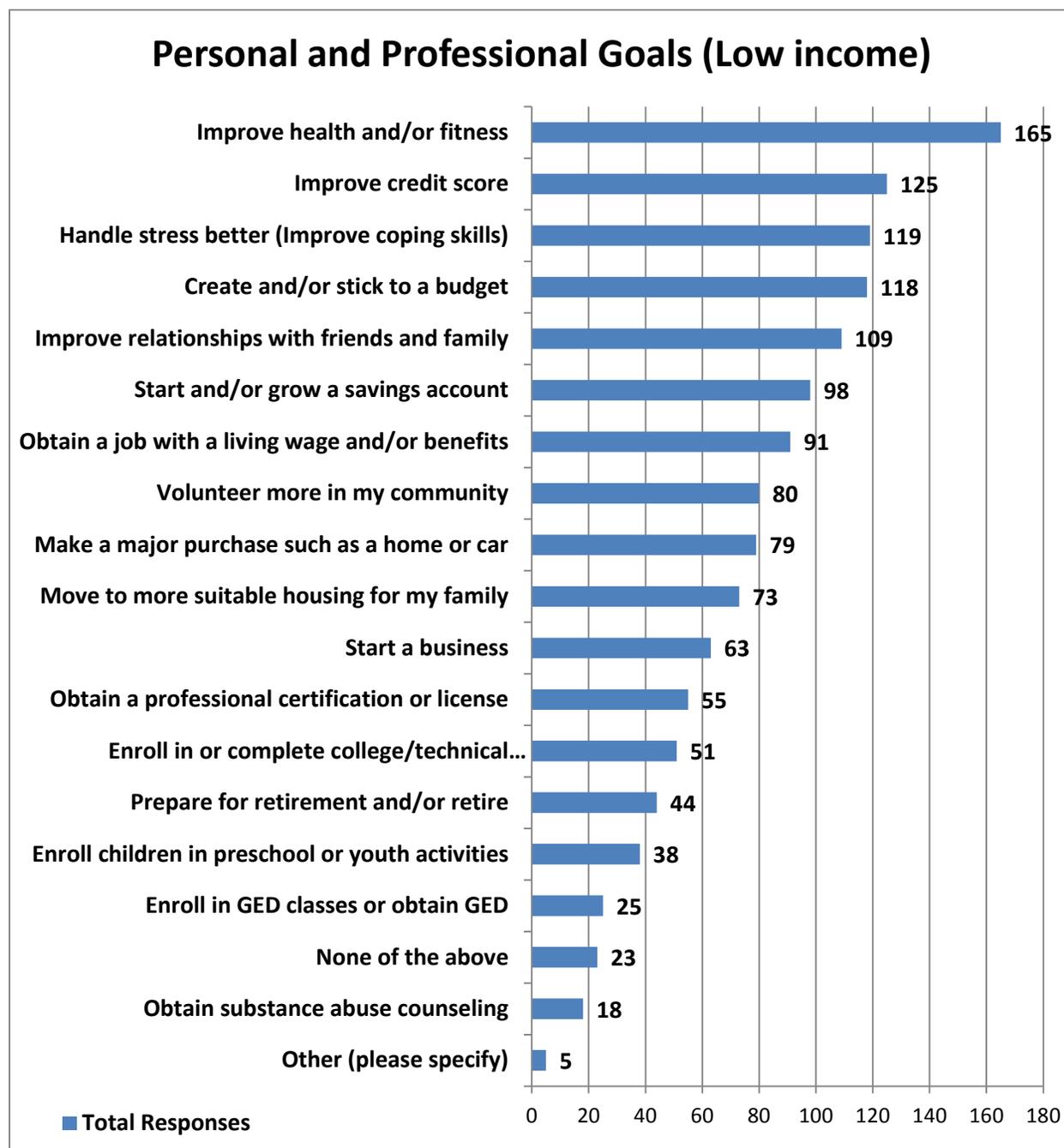
When filtering responses to those making less than \$30,000 annually, respondents identified **increased access to affordable housing** (175), **increased employment opportunities** (166), and **after school activities for children and youth** (161) as the top conditions to improve quality of life. The following chart represents all filtered responses:



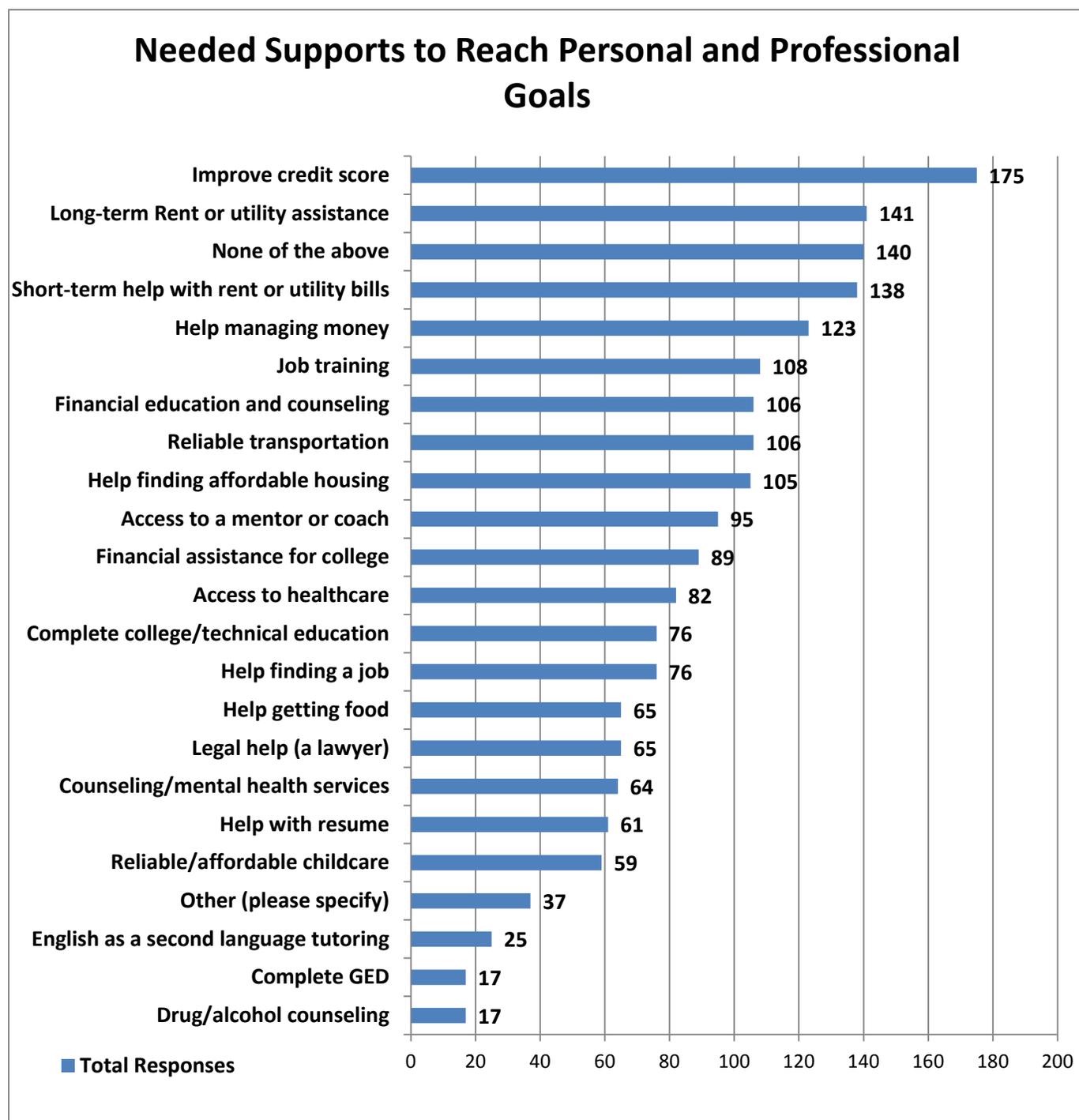
Survey respondents were asked to identify what personal and professional goals they hope to accomplish within the next year. The top three responses were to **improve health and/or fitness** (358), **handle stress better** (239), and **improve credit score** (221). **Complete and/or stick to a budget** (218) was a close fourth.



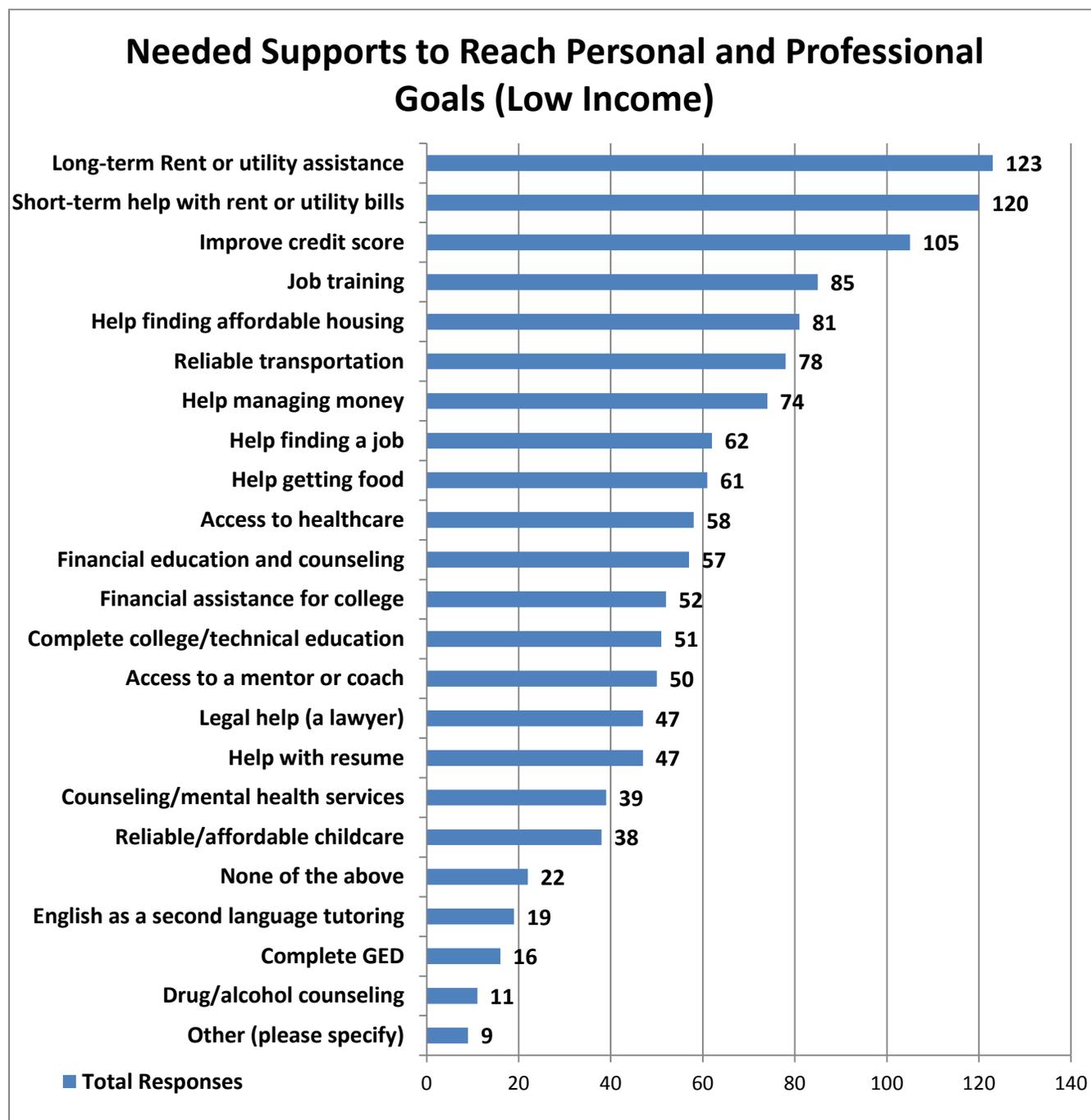
When filtering the responses to the question to include only those with annual incomes less than \$30,000, the top three goals remained the same but switched order to **improve health and/or fitness** (165), **improve credit score** (125), and **handle stress better** (119). **Complete and/or stick to a budget** (118) was a close fourth.



When asked what supports would help respondents reach their personal or professional goals, **improve credit score** (175), **long-term rent or utility assistance** (141), and **none of above** (140) were identified as the top supports. **Short-term rental or utility assistance** (138) was a close fourth.



When filtering the responses to the question to include only those with annual incomes under \$30,000, the top three responses were **long-term rent or utility assistance** (123), **short-term rent or utility assistance** (120), **improve credit score** (105).



Respondents were primarily female, had two people in their household with no children, owned their home, and were employed full-time. Age, marital status, education levels, and income levels were fairly varied. Full demographic information of respondents is available in Appendix A. Demographics were impacted by service provider responses and the high response rate from the Foster Grandparent Program.

The Community Needs Assessment survey clearly identified the need for housing and homelessness services (including short and long term rental supports), services for youth, employment services, personal finance services, services for seniors and citizens with disabilities, and services that support improving physical and mental health of the community. These trends remain the same when filtering to review low-income responses, and when filtering to review responses from low-income zip codes. Transportation needs and services for ex-offenders trended higher in low-income zip codes than in the general response.

**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 next question asked respondents to identify what LMCS and its partners do well. The most common responses to this question were outreach and communication, financial assistance programs, and youth and childcare 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 and management such as duplication and providing handouts, youth services, outreach and engagement, and resource allocation as not working well. Although both youth service and outreach and engagement were listed as working well, it appears there are not enough of these efforts reaching the community in meaningful ways.

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.

When asked what LMCS could do to improve its organizations and programs, respondents identified improving outreach, communication and engagement efforts, strengthening youth and child services, and re-examining program policies and delivery.

The survey also asked respondents what their vision was for LMCS and how the role of the agency should change over the next five years. Respondents felt LMCS should focus on the community, provide client services, make improvements to the department, and partner and collaborate as it moves forward.

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 youth programming, employment and education services, and improving community conditions as areas LMCS should focus on in the coming program year.

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

**Other Assessments and Plans.** As part of the community needs assessment, LMCS reviewed assessments and plans completed by partner agencies to identify trends and gaps not found through the survey. Below is a sampling of assessments and data that impacts the work of LMCS.

***Kentuckiana Regional Planning & Development Agency (KIPDA) Needs Assessment.*** According to a needs assessment conducted by KIPDA in 2015, the top needs expressed by Jefferson County residents were the need to see medical specialists, access to affordable fruits and vegetables, and access to exercise facilities. Jefferson County residents also expressed that their top unmet needs were affordable gardening services, utility assistance, and affordable housing repair services.

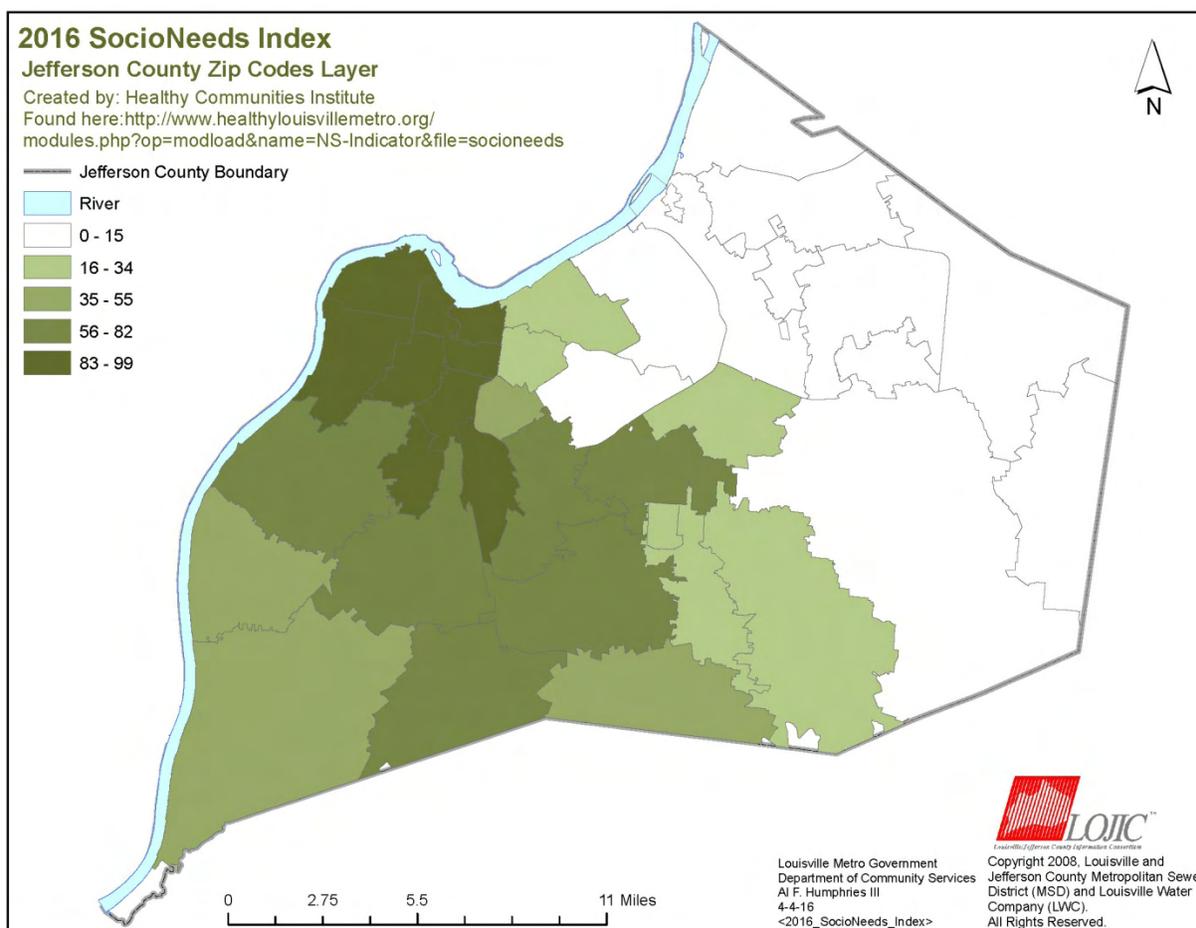
This assessment also identified several economic trends within zip codes in Jefferson County; including that zip code 40203 has the lowest household median income, the highest

number of households receiving supplemental security income, the highest number of households receiving food stamp assistance, and the highest number of seniors with income below the poverty level. The assessment noted similar housing-cost burdened rates and found that the majority of respondents did not have their housing assistance needs met.

**Healthy Louisville 2020.** Healthy Louisville 2020 is a roadmap for making Louisville a healthier community, decreasing disparities in health outcomes, and achieving equity in all aspects of health. Healthy Louisville 2020 is based on the planning efforts and a review of community health needs completed by Louisville Metro Public Health and Wellness. The following goals and initiatives depict needs and goals that mirror the interests of LMCS:

- ***All Louisville Metro Residents will have health insurance coverage and receive care in a patient-centered medical home.*** According to the 2014 American Community Survey, 12.17% of the population in Jefferson County is uninsured. In 2016, lack of health coverage is a problem for roughly 9% of all LMCS clients. The highest uninsured rates are in Louisville's lowest income areas.
- ***Improve health and well-being of mothers and babies in Louisville Metro.*** The low birth weight rate in Louisville exceeds national averages. Factors impacting low birth weight include poor prenatal nutrition, infections, stress, and poverty. Louisville also continues to struggle with high teenage birth rates at 45.9% (compared to a national rate of 36.3) Teen mothers are more likely to live in poverty.
- ***Create social and physical environments that promote good health for all Louisville Metro residents.*** Louisville experiences major variations in life expectancy based on neighborhood (with life expectancies in low-income neighborhoods much shorter than even the national average), with a range of nearly 10 years from the neighborhoods with the shortest life expectancies to the neighborhoods with the longest life expectancies. These variations can be attributed to several causes and conditions of poverty including segregation (including economic segregation), unemployment, homelessness, food deserts, and food insecurity.

Healthy Louisville 2020 also utilizes the SocioNeeds Index, a measure of socioeconomic need that is typically correlated with poor health outcomes developed by the Healthy Communities Institute. All zip codes receive an Index Value which represents their need. The map below represents the zip codes of Louisville ranked from 0 (representing low needs) to 99 (high needs) for 2016:



**LMCAP Board Planning Committee.** The LMCAP board formed a planning committee in October 2015 to support CSBG and agency planning efforts for program year 2017. The committee included five members of the board (or an appointee) and represented a cross section of public, private, and low-income members. The planning committee met three times (November 9, 2015; December 4, 2015; and March 23, 2016) to develop the community needs assessment survey, review results, and provide input into the CSBG plan and budget for

program year 2017. The planning committee also supported the agency by supporting survey distribution and collection efforts in the community.

The planning committee identified the following priority areas:

- **Continue current services, but modify and strengthen delivery.** The needs assessment largely supported most of the current programming, however it is clear that LMCS must work to make services more holistic and integrated into existing community programming. Review best practices, develop partnerships, and focus on staff training to strengthen delivery methods.
- **Develop stronger referral networks to create synergy and coordination rather than duplication.** The Louisville community has an abundance of resources—Rather than create services for every need, identify areas where LMCS can have high impact and work to develop referral networks for all other areas.
- **Strengthen needs assessment process.** The agency should begin its planning process earlier in the year, coordinate with other planning efforts, and more thoroughly review existing data. LMCS will also plan to review resources and needs by zip code in the next needs assessment.

#### **b.) Community Collaboration**

LMCS' needs assessment relied on the support of the larger department and community partners. Neighborhood Place, Foster Grandparents, the Office of Aging and Disabled Citizens, and External Agency Fund recipients 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.

#### **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 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 funding has decreased over the last several years and as significant cuts are anticipated to most state need based programs in the next several years, great pressure to serve client in need has been applied to all community providers in the Louisville Metro area. These continuing reductions threaten 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, serves as the lead coordination agency for non-profit organization collaboration as it relates to local funding resources for youth, homeless prevention, and poverty reduction. LMCS will continue to support and seek out all potential partners in the community to strengthen linkages, enhance referral patterns, and align eligibility requirements to address client needs.

**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 provides client-facing services in a variety of locations and communities. 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. Beginning April 2016, CSBG programming is offered at three of the eight Neighborhood Place locations. This will provide an opportunity better align the mesh point between services provided through Neighborhood Place with CSBG services.

Additionally, LMCS funds non-profit agencies through a competitive grant process (known as the External Agency Fund, or EAF) that focus on decreasing homelessness, increasing household financial stability, increasing youth, teen and/or young adult engagement in quality programing, and increasing access to services and resources for a targeted population. Each grantee is required to provide a quarterly report of demonstrated outcomes and achievements for each population served. EAF provides 120 grants to roughly 80 agencies annually. This initiative results in increased capacity of Louisville service providers to meet key needs of community members.

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

**1.) Employment**

Jefferson County has a plethora of services providing employment supports. Employment support services outside of LMCS include KentuckianaWorks, Kentucky Office of

Employment and Training, Kentucky Career Center, Louisville Central Community Centers, 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, Community Services Project, Goodwill Industries, Harbor House, and Kentucky Department of Vocational Rehabilitation. For seniors are the AARP Senior Community Service Employment Program and the Louisville Urban League Mature Worker 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 ex-offenders. One 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 Schools, Jefferson County Technical and Community College, 55,000 Degrees Campaign, 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 and supportive services has proven to be successful in assisting people complete degrees and improve employment opportunities.

Early educational services are provided by the Jefferson County Public Schools (JCPS), the Archdiocese of Louisville, and a host of private and parochial schools. JCPS serves 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 2017.

### **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, 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, and Louisville Asset Building Coalition.

Apprisen provides 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.

Louisville Asset Building Coalition (LABC) 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 2017.

#### **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 homeless individuals and families 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 roughly 13,000 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 or utility payments, prescription drugs, emergency food, or 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 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 29 Kid's Cafes which provide evening meals to children in need. In addition, 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.

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. This program has previously been administered by LMCS, but will be transitioning to Jefferson County Public Schools in June 2016. LMCS will continue to partner with JCPS to identify and support and engage communities seeking summer lunch and supper programs for children and youth.

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 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. LMCS has been fortunate to partner with a community provider to identify and eliminate any waiting list for seniors seeking Meals on Wheels. This program provides prepared meals to seniors on a weekly rather than on a daily basis until the senior can be directly served through the daily Meals in Wheels program.

## **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 the Foster Grandparent Program (FGP), Retired and Senior Volunteer Program (RSVP), Big Brothers Big Sisters of Kentuckiana, Kentuckians for the Commonwealth, Junior Achievement of Kentuckiana, 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 166,000 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, 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 help families address multiple barriers to self-sufficiency through completion of a comprehensive standard assessment and, based on that assessment, linking the family to available departmental or community services and resources. LMCS is currently working with a vendor to bring this assessment to a web based environment, with the design of this program to include flexibility that will allow other Louisville Metro programs access and ability to augment this assessment in the future.

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.

The Louisville community has a significant number of providers who offer case management programs with the aim to help individuals and families reach long-term self-sufficiency. The challenge facing these programs is developing case management that is holistic enough to address the complex and unique conditions faced by individuals and families. Often times, programs can only effectively focus on particular populations, conditions, or barriers. In addition, stronger communication and identification of the "lead" case management provider must be made to reduce duplication of service, improve coordination and reduce conflicting information for providers and individuals and families. Addressing these complex needs requires service providers, including LMCS, develop a strong network of providers who work together to meet the needs of the community.

## 9) 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 economically disadvantaged 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. 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. Kynect also helps individuals apply for Medicaid and the Kentucky Children's Health Insurance Program. LMCS must do more to engage Managed Care Organizations that serve their members. These organizations are relatively new to this community and the population we serve. The potential partnerships with these organizations will be explored and initiated to assure better health outcomes for individuals and families. A major threat to the health of Louisville residents is the dismantling of kynect. The dismantling of Kynect does not just impact those who gained insurance, but also providers who typically serve low-income residents regardless of their ability to pay. This impact must be closely monitored and service providers will have to prepare and support service recipients through the transition to the federal exchange.

### 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: 2 Not One; Adelante Hispanic Achievers; Affordable Energy Corporation; AIDS Interfaith Ministries; American Red Cross; Americana Community Center; Anitoch Baptist Church; Anthem Insurance; Apprisen; Autotruck Financial Credit Union; Autumn Lake Church; Baptist Health; Bates Community Development Corporation; BB&T Bank; Beechmont Community Center; Bellarmine University; Big Brothers/Big Sisters of Kentuckiana; Boys and Girls Club of Kentuckiana; Bridgehaven; Buechel Park Baptist Church; Calvary Missionary Baptist Church; Canaan Community Development Corporation; CASA; Cathedral of the Assumption; Catholic Charities; Catholic Enrichment Center; Cedar Lake Residence; Center for Behavioral Health; Center for Nonprofit Excellence; Center for Women and Families; Central Bank of Jefferson County; Chase Bank; Christ Lutheran Church; Coalition for the Homeless; Coalition for Workforce Diversity; Coalition on Intimate Violence in International Communities; Commonwealth Bank and Trust; Community Action Kentucky; Community Connection Resource Center; Community Shield; Community Ventures Corporation; Council on Developmental Disabilities; Crescent Hill Baptist Church; Cyril Allgier Community Center; Dare to Care; Domestic Violence Prevention; Down Syndrome of Louisville; Dreams with Wings; Dress for Success; Eastern Area Community Ministries; Eclipse Bank; Edge Outreach; ElderServe; Energy Conservation Association; Every1Reads; Exploited Children's Help Organization, Inc; Fairdale Christian Church; Fairdale Community Ministries; Family and Children's Place; Family Health Centers; Family Scholar House; Father Maloney's Boys' Haven; FEAT; Federal Reserve Bank of St. Louis; Fern Creek/Highview United Ministries; Fifth Third Bank; First Capital Bank of Kentucky; First Federal Savings Bank; First Virginia Ave Baptist Church; Food Literacy Project at Oxmoor Farm; Friends at Ostimates Worldwide; Fuller Center for Housing of Louisville; Fulton 180; Galen School of Nursing; General Electric; Gilda's Club; Golden Arrow Center; Goodwill Industries; Grandparents Raising Grandchildren; Green Hill Therapy; GuardiaCare; Habitat for Humanity; Harbour

House; Healing Place; Highland Park Community Development (Missionary Baptist); Highlands Community Ministries; Hillebrand House; Home of the Innocence; Hoosier Hills AIDS Coalition, Inc; House of Prayers Ministries; House of Ruth; Housing Partnership Inc; Jefferson County Community and Technical College; Jefferson County Federal Credit Union; Jefferson County Public Schools; Jefferson Street Baptist at Liberty; Jeffersontown Area Ministries; Jewish Family and Career Services; Jewish Hospital; Junior Achievement; KAIRE; KentuckianaWorks; Kentucky Cabinet for Health & Family Services; Kentucky Department of Community Based Services; Kentucky Department of Veterans Affairs; Kentucky Educational Television (KET); Kentucky Foundation for Women; Kentucky Higher Education Association; Kentucky Office for the Blind; KentuckyOne Health; Kentucky Refugee Ministries; Kidz Club; KIPDA; KY Small Business Development Center; KY SPIN; KY Telco; L&N Federal Credit Union; Learning Disabilities Association of Kentucky; Learning for Life; Legal Aid Society; Lighthouse Promise Community Center; Lincoln Foundation; Louisville Asset Building Coalition; Louisville Central Community Centers; Louisville Community Design Center; Louisville Forward; Louisville Free Public Library; Louisville Gas and Electric (LGE); Louisville Human Trafficking Task Force; Louisville International Airport; Louisville Metro Animal Services; Louisville Metro Health and Wellness; Louisville Metro Housing Authority; Louisville Metro Human Resources; Louisville Metro Parks; Louisville Metro Police Department; Louisville SCORE; Louisville Urban League; Louisville Youth Alliance; Louisville Youth Group; Louisville Water Company; Louisville Zoo; Lynnhurst United Church of Christ; Mainsource Bank; Maryhurst; Metro United Way; Metropolitan Housing Coalition; Middletown Christian Church; Ministries United of South Central Louisville; Molo Village; Nazarene Youth Conference; Nazareth Home; Neighborhood House; New Directions Housing Corporation; New Jerusalem Kidz Zone; New Roots; Newburg Community Center; Newburg JB Sutherland Center; New Legacy; Norton Healthcare; Office of Vocational Rehabilitation; Old National Bank; Options for Individuals; Options Unlimited; Organization of Black Aerospace Professionals; Our Lady of Peace; Park Community Bank; Passport Health Plan; PBI Bank; Peace Education Program, Inc; Plymouth Community Renewal Academic Enrichment Center; PNC Bank; Portland Memorial Baptist Church; Portland Promise Center; Potter's House Cable Baptist Church; Prodigal Ministries; Project One, Inc; Project WARM; Quinn Chapel AME Church; Republic Bank; ResCare; Riverside, Farnsley-Mooreman; Robert Jamison Ministries

Center; Saint Joseph Children's Home; Sainly Treasures Thrift Shop; Salvation Army; School Choice Scholarships; Schuhmann Social Service Center; SeniorCare Experts; Seven Counties Services; Shawnee Arts & Cultural Center; Shively Area Ministries; Silver Notes; Sister Visitor Center; South East Association Ministries; Southeast Christian Church; South Louisville Community Center; South Louisville Community Ministries; Southwest Community Ministries; Spalding University; Spirit Fill New Life Church Ministry; St George's Community Center; St James School; St Johns Center; St Martin dePorres Church; St Mary & Elizabeth Hospital; St Vincent de Paul; Stoner Memorial Church; Supplies Over Seas; TARC; Telecare; The Arthur Kling Center; The Kidz Club; TRIAD; Union Missionary Baptist Church; United Crescent Hill Ministries; United House of Prayer; University of Kentucky Cooperative Extension Office; University of Louisville; US Bank; Uspiritus; Valley View Church; Veterans Administration; Victory Park Lodge; Volunteers of America; Waterstep; Wayside Christian Mission; Wellcare; Wellspring; Wesley House; West Beuchel Community Center; West Louisville Community Ministries; West Louisville Summer Reading Enrichment Camp; West Louisville Youth Space; Westwood Presbyterian Church; Wheels; WIC; Winterhelp; Women's Business Center of KY; Woodforest National Bank; Word of Faith Church of Deliverance; YMCA of Greater Louisville; Young Adult Development in Action; Your Community Bank; and Zoom Group.

**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 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, Old National Bank, Park Community Federal Credit Union, PNC Bank, Republic 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 microenterprise 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 and support the rights of people with disabilities, immigrants and refugees, the elderly, children, and the LGBTQ community 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 the LMCS tripartite board planning committee, 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 2017. Below is a listing of funding priorities and what funding will be used to support the initiative in 2017.

##### Priority Area Funding Sources

| Priority                                                   | Funding Source                                                                                                      |
|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Housing and Homelessness Services</b>                   | CDBG; Emergency Solutions Grant; CoC; HOPWA; HOME; LIHEAP; Safe Havens; SSI Reimbursement; Locally controlled funds |
| <b>Youth Services</b>                                      | Locally controlled funds; FGP; CSBG                                                                                 |
| <b>Employment and Training</b>                             | Locally controlled funds; CSBG                                                                                      |
| <b>Services for Seniors and Citizens with Disabilities</b> | Locally controlled funds; KIPDA; FINRA; RSVP; FGP; SSI Reimbursement                                                |
| <b>Personal Finance Services</b>                           | Locally controlled funds; CSBG; Bank On Louisville; FINRA                                                           |
| <b>Physical and Mental Health Services</b>                 | Locally controlled funds                                                                                            |
| <b>Improve service access, outreach, and communication</b> | Locally controlled funds; CSBG                                                                                      |

**LMCS ranked CSBG service categories as follows for fiscal year 2017:**

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

LMCS intends to respond to the needs assessment by focusing on developing holistic programming through its own services and a network of partner agencies that prepares participants for long-term success and self-sufficiency. Although core services offered by CSBG funding will not drastically change, the delivery of services will. Beginning April 2016, CSBG services are co-located in three Neighborhood Place sites to better integrate and braid services to support individual and family success. LMCS will grow its network of referral and service partners to assure services are not duplicated and agency program participants receive the most specialized and individualized services possible. LMCS will continue its current strategy of moving individuals and families towards self-sufficiency through employment and education while providing case management and supportive services that focus on family economic success. Although housing is a major need of the Louisville community, LMCS has other resources that are better suited to meet this need more comprehensively than CSBG dollars. Housing supports will continue to be offered as part of a selection of available supportive services for clients enrolled in agency and other partner services. LMCS will not directly address health needs, but will continue to work with partner agencies such as the Louisville Metro Health Department and Medicaid Managed Care organizations to both better assess and develop services that meet the needs of our community. Although emergency services and nutrition supports are necessary safety-nets for low-income families, they are not best suited for CSBG funds given the number of other resources available in our community.

### **Standard Assessment**

LMCS will continue its Standard Assessment, a diagnostic and triage tool used to assure all agency clients are assessed for eligibility for all agency programs, not just their presenting need. The Standard Assessment will be expanded in late 2017 to allow community members to assess themselves for services via a web portal. 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**

LMCS will provide bundled, individualized case management 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 and education goals and to veteran and immigrant and refugee populations. Financial empowerment will continue to be integrated into case management as appropriate. LMCS will offer these services to its own clients and work through a network of partners to provide specialized services as needed. LMCS will also work throughout program year 2017 to develop coaching and peer-mentor components into case management services.

**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.

## **Employment**

**Job Development and Workforce Training.** Helping people obtain specialized, in-demand job skills supports LMCS' mission of helping people become self-sufficient. Providing workforce training also addresses the identified needs of giving people the tools necessary for self-sufficiency. 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 work through a network of partners to assure clients do not qualify for other employment programming before providing training. 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 and working through community partners.

**Intake:** Eligible individuals 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.

## **Income Management**

**Financial Education Classes.** As identified in the needs assessment, personal financial services are some of the most needed services in the Louisville Metro area. 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.

## **Education**

**Preschool Scholarships.** Although preschool and education services ranked lower than others on the needs assessment, 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 start 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. 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 college scholarships to students who can have a degree conferred before June 30, 2017. 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.

## 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.

**Chronically Homeless Veteran and Family Deposit Assistance.** As identified in the community needs assessment, housing and homeless services are a top need in the Louisville Metro area. In August 2014, Mayor Greg Fischer signed the national pledge to end Veteran homelessness in the Louisville Metro area. In support of this initiative and in recognition of the identified community need, LMCAP will support the Rx: Housing Veterans Initiative in partnership with agencies such as Family Health Centers-Phoenix by providing deposit assistance for homeless veterans and chronically homeless families to move them into permanent supportive housing. Family Health Centers-Phoenix was awarded a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to provide case management, substance abuse and mental health treatment, and supported employment to chronically homeless veterans and families who are ineligible for housing through other voucher programs. These funds will be matched with housing vouchers from Louisville Metro Housing Authority and the Louisville Continuum of Care. Despite the amount of resources available through this partnership, veterans and chronically homeless families moving into housing provided through the program still face the barrier of paying their security deposit, which cannot be covered with the available funding. LMCAP will provide the needed non-refundable security deposits on behalf of identified veterans to alleviate this barrier. Deposit Assistance is a one-time service so intake and termination procedures do not apply.

## Self-Sufficiency

**Youth Enrichment Scholarships (Supportive Service).** As identified in the needs assessment, youth need meaningful 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 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 in the form of a monthly TARC pass or gas card 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. LMCS will assure families are first connected with childcare subsidy services if they are eligible before using CSBG funds. 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 cover fees associated with obtaining photo identification, birth certificates, uniforms, expungement, housing startup costs, 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.

### **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.

### **Nutrition**

**Senior Transportation.** Although nutrition services rank low in CSBG priorities, services for seniors and citizens with disabilities are a top priority to Louisville residents. 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 not just nutritious meals, but also 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 he or she violates the terms of the program agreement.

**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 and self-sufficiency programming due to the costs associated with those programs and their rankings in the needs assessment. Education will receive a significant portion of funds due to the size of scholarships awarded and the need for education to obtain employment and reach self-sufficiency. 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 2017 Direct Service Fund Allocations**

|                        |            |
|------------------------|------------|
| 1.) Self-Sufficiency   | \$ 138,000 |
| 2.) Linkages           | \$ -0-     |
| 3.) Employment         | \$ 140,000 |
| 4.) Income Management  | \$ 2,000   |
| 5.) Education          | \$ 135,500 |
| 6.) Housing            | \$ 82,932  |
| 7.) Health             | \$ -0-     |
| 8.) Emergency Services | \$ 5,000   |
| 9.) Nutrition          | \$ 35,000  |

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

The programs and services proposed for fiscal year 2017 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 2017 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. All LMCS staff, including CSBG staff, supports LIHEAP through identifying and referring eligible clients to the program.

**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.

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 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 through LIHEAP.

In 2017, LMCS intends to grow its partnership with the local One-Stop Career Centers through the Workforce Training and Job Development programming. LMCS will work to develop improved coordination to ensure training efforts offered are not duplicative and to facilitate referrals as appropriate.

**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. Furthermore, DCBS is a partner in the Neighborhood Place and offers services where CSBG staff are now co-located. 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. This linkage allows agency clients to address multiple needs through Neighborhood Place. LMCS and DCBS often serve the same population, and clients of both organizations benefit from the services offered by the other.

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

LMCS remains committed to our initiatives focused on the needs of low-income youth. LMCS will administer preschool and youth enrichment scholarships in the community in program year 2017. 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. Throughout the year, LMCS will 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. 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.

### **l. 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 2017 plan:

- **Develop strong strategic partnerships.** By and large, the services provided by LMCS are effective. However, these services could be more effective through the development of strategic partners to better address particular needs and barriers faced by our program participants. LMCS recognizes that it is not

the expert in every barrier or need and in those cases it is in the best interest of our program participants to rely on strong strategic partners. In 2017, LMCS will focus its time on building linkages that support our mission of improving the quality of life for all residents and reducing poverty.

- **Realign resources to meet community needs.** Reviewing referral, outcome, and budget data from 2016 revealed that the most commonly-sought program, and one of the most successful CSBG programs, is workforce training and job development. LMCS will strengthen partnerships with existing workforce oriented agencies and provide more resources into employment initiatives to meet this demand.
- **Focus on service delivery.** LMCS recognizes that the way services are provided are just as important as the services themselves. In 2017, LMCS will focus on service delivery that meets people where they are by exploring the implementation of new coaching and peer-mentor elements into the traditional case management model. LMCS will also work to develop culturally-competent programming to meet the needs of the growing and often under-served immigrant and refugee populations in Louisville.

LMCS intends to continue to evaluate its programming throughout the 2017 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**

**See Attachment**

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**c. Customer Satisfaction Survey**

**See Attachment**

DRAFT

**4.) Agency Budget**

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

**See Attachment**

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COMMONWEALTH OF KENTUCKY  
CABINET FOR HEALTH AND FAMILY SERVICES  
CSBG SFY 2017

ATTACHMENT B1

Agency Name: Louisville Metro Community Services  
Address: 701 W. Ormsby Ave  
Suite 201  
Louisville, KY 40203

Invoice Period: SFY 2017

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

Complete if Carryover is included  
SFY 2017 allocation \$1,553,782  
Carryover amount \$  
Carried from SFY  
Total \$1,553,782

Mark One:  
Original Budget:   
Revised Budget:   
Monthly Invoice:   
Final Invoice:

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               | 683,000.00          | 128,000.00          |                   |                         |                   |                  |                    | 3,000.00         | 72,000.00         | 480,000.00        |             | 683,000.00                 | 683,000.00                    | 0.00              |
| B.) FRINGE BENEFITS                | 278,200.00          | 52,000.00           |                   |                         |                   |                  |                    | 1,200.00         | 30,000.00         | 195,000.00        |             | 278,200.00                 | 278,200.00                    | 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                    | 4,200.00            |                     |                   |                         |                   |                  |                    |                  |                   | 4,200.00          |             | 4,200.00                   | 4,200.00                      | 0.00              |
| B.) EQUIPMENT                      |                     |                     |                   |                         |                   |                  |                    |                  |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| C.) CONSUMABLE SUPPLIES            | 5,050.00            | 1,100.00            |                   |                         |                   |                  |                    | 200.00           | 750.00            | 3,000.00          |             | 5,050.00                   | 5,050.00                      | 0.00              |
| D.) UTILITIES                      |                     |                     |                   |                         |                   |                  |                    |                  |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| E.) TRANSPORTATION / TRAVEL        | 10,100.00           | 3,100.00            |                   |                         |                   |                  |                    |                  | 3,400.00          | 3,600.00          |             | 10,100.00                  | 10,100.00                     | 0.00              |
| F.) CLIENT SERVICES                | 538,432.00          |                     | 140,000.00        | 135,500.00              | 2,000.00          | 82,932.00        | 5,000.00           | 35,000.00        |                   | 138,000.00        |             | 538,432.00                 | 538,432.00                    | 0.00              |
| G.) STAFF DEVELOPMENT              | 9,500.00            | 2,500.00            |                   |                         |                   |                  |                    |                  | 2,000.00          | 5,000.00          |             | 9,500.00                   | 9,500.00                      | 0.00              |
| H.) OTHER COSTS                    | 25,300.00           | 6,450.00            |                   |                         |                   |                  | 4,000.00           | 50.00            | 6,900.00          | 7,900.00          |             | 25,300.00                  | 25,300.00                     | 0.00              |
| <b>III. INDIRECT COSTS:</b>        |                     |                     |                   |                         |                   |                  |                    |                  |                   |                   |             | 0.00                       | 0.00                          | 0.00              |
| <b>TOTALS</b>                      | <b>1,553,782.00</b> | <b>193,150.00</b>   | <b>140,000.00</b> | <b>135,500.00</b>       | <b>2,000.00</b>   | <b>82,932.00</b> | <b>9,000.00</b>    | <b>39,450.00</b> | <b>115,050.00</b> | <b>836,700.00</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 2017 Allocation

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

Carryover Amount

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

Total

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

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

**See Attachment**

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

Attachment B2  
SFY 2017

| 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                      | \$683,000                                                                        |                                              |
| 2    | FRINGE BENEFITS                     | \$278,200                                                                        |                                              |
| 3    | CONSULTANT/CONTRACT SERVICE         |                                                                                  | \$100,000                                    |
| 4    | SPACE COSTS                         | \$4,200                                                                          | \$24,538                                     |
| 5    | EQUIPMENT                           |                                                                                  |                                              |
| 6    | CONSUMABLE SUPPLIES                 | \$5,050                                                                          |                                              |
| 7    | UTILITIES                           |                                                                                  |                                              |
| 8    | TRANSPORTATION/TRAVEL               | \$10,100                                                                         |                                              |
| 9    | CLIENT SERVICES                     | \$538,432                                                                        |                                              |
| 10   | STAFF DEVELOPMENT                   | \$9,500                                                                          |                                              |
| 11   | OTHER                               | \$25,300                                                                         | \$480,000                                    |
| 12   | INDIRECT                            |                                                                                  | \$132,741                                    |
|      | <b>TOTAL PROJECTED EXPENDITURES</b> | <b>\$1,553,782</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 \_\_\_\_\_

**c. Budget Narrative**

I. PERSONNEL:

A.) SALARIES / WAGES \$683,000

*Salaries and wages for direct service, support, and administrative staff (\$683,000)*

B.) FRINGE BENEFITS \$278,200

*Fringe benefits for direct service, support, and administrative staff (\$278,200)*

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

II. NON-PERSONNEL:

A.) SPACE COSTS \$4,200

*Space costs (\$4,200)*

B.) EQUIPMENT \$-0-

C.) CONSUMABLE SUPPLIES \$5,050

*Office supplies for agency programs and administration (\$4,400)*

*Outreach and training supplies (\$400)*

*Postage for agency programs and administration (\$250)*

D.) UTILITIES \$-0-

E.) TRANSPORTATION / TRAVEL \$10,100

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

*Maintenance and repair of agency vehicles (\$1,600)*

*Local travel costs and fuel (\$1,800)*

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

**E.) CLIENT SERVICES** **\$538,432**

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

*Transportation supports for senior citizens attending congregate meal sites (\$35,000)*

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

*Adult education scholarships (\$63,000)*

*Preschool scholarships (\$72,500)*

*Employment programs (\$140,000)*

*Housing supports (\$82,932)*

*Transportation supports (\$45,000)*

*Childcare supports (\$52,000)*

*Youth enrichment programs (\$33,000)*

*Barrier financial supports (\$8,000)*

**G.) STAFF DEVELOPMENT** **\$9,500**

*Fees and registration costs associated with staff development and training (\$9,500)*

**H.) OTHER COSTS** **\$25,300**

*Agency dues and registration fees (\$4,700)*

*Agency printing, copying, and production costs (\$6,100)*



**B2 In-Kind Budget Narrative****3.) Consultant/Contract Services**

|                                                                                                                                                              |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Value of local media impressions focused on programs such as<br>Community Action Month, utility assistance, career fairs, community<br>outreach events, etc. | \$100,000 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|

|                                            |                  |
|--------------------------------------------|------------------|
| <b>TOTAL CONSULTANTS/CONTRACT SERVICES</b> | <b>\$100,000</b> |
|--------------------------------------------|------------------|

**4.) Space**

|                                                          |          |
|----------------------------------------------------------|----------|
| Value of donated office space at two district offices    |          |
| East district (Newburg Community Center) 1641 sq. ft.    | \$13,218 |
| South district (Southwest Government Center) 744 sq. ft. | \$11,320 |

|                    |                 |
|--------------------|-----------------|
| <b>TOTAL SPACE</b> | <b>\$24,538</b> |
|--------------------|-----------------|

**11.) Other**

|                                                                           |           |
|---------------------------------------------------------------------------|-----------|
| Value of donated food<br>(Food donations from Dare to Care, Kroger, etc.) | \$480,000 |
|---------------------------------------------------------------------------|-----------|

|                    |                  |
|--------------------|------------------|
| <b>TOTAL OTHER</b> | <b>\$480,000</b> |
|--------------------|------------------|

**12.) Indirect**

|                                                                                                                                    |           |
|------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Value of indirect costs from services provided by Louisville Metro<br>Government (Total Personnel costs @ indirect rate of 13.81%) | \$132,741 |
|------------------------------------------------------------------------------------------------------------------------------------|-----------|

|                       |                  |
|-----------------------|------------------|
| <b>TOTAL INDIRECT</b> | <b>\$132,741</b> |
|-----------------------|------------------|

**TOTAL IN-KIND GOODS AND SERVICES\*****\$737,279**

\*In-kind contributions are generated from non-Federal resources

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

**See Attachment**

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**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 Specialist</b> | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |
| <b>Social Service Program Specialist</b> | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |
| <b>Social Service Program Specialist</b> | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |
| <b>Social Service Program Specialist</b> | Administer direct services to program participants |                |            |           |                   |         |                    |           |          | 100%             |        |
| <b>Social Service Program Specialist</b> | 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 Policy and Advocacy Manager | Supervise self-sufficiency program staff                            |                |            |           |                   |         |                    |           |          | 100%             |        |
| Social Service Policy and Advocacy Manager | Supervise Program Support 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 Program Support staff |                |            |           |                   |         |                    |           |          | 33%              |        |
| <b>Social Service Program Specialist</b>  | Provide program support to Self-Sufficiency programs                   |                |            |           |                   |         |                    |           |          | 33%              |        |
| <b>Social Service Program Specialist</b>  | Provide program support to Self-Sufficiency programs                   |                |            |           |                   |         |                    |           |          | 33%              |        |
| <b>Social Service Program Specialist</b>  | Provide program support to Self-Sufficiency programs                   |                |            |           |                   |         |                    |           |          | 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 | Provide program support to Self-Sufficiency programs |                |            |           |                   |         |                    |           |          | 33%              |        |
| Social Service Program Assistant | Provide program support to Self-Sufficiency programs |                |            |           |                   |         |                    |           |          | 33%              |        |
| Social Service Program Assistant | Provide program support to Self-Sufficiency programs |                |            |           |                   |         |                    |           |          | 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 |                |            |           |                   |         |                    |           | 100%     |                  |        |
| <b>Administrative Specialist</b>     | Partnership development<br><br>Coordinate partnership activities                          |                |            |           |                   |         |                    |           | 50%      |                  |        |
| <b>Grants Coordinator</b>            | Oversee compliance of CSBG programing<br><br>Develop strategic partnerships               | 75%            |            |           |                   |         |                    |           | 25%      |                  |        |
| <b>Information Systems Analyst</b>   | Provide IT support for agency systems and staff                                           | 66%            |            |           |                   |         |                    |           |          |                  |        |



**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** \_\_\_\_\_



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

**See Attachment**

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| <b><u>Attachment C 2017 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>The Honorable Greg Fischer, Mayor<br>Louisville Metro Government<br>527 W. Jefferson St.<br>Louisville, KY 40202<br>(502) 574-2003                            | Jo Ann Orr<br>1824 Oehrle Dr<br>Louisville, KY 40216<br>502-447-0975                                                                                 | Janet A. Jernigan<br>Just Solutions Mediation Services<br>410 W. Chestnut St., Ste. #628<br>Louisville, KY 40202-2324<br>502-581-1961 |
| Title of Public Official (Alternate):<br>Mr. Rashaad Abdur-Rahman<br>Louisville Metro<br>Safe & Healthy Neighborhoods<br>527 West Jefferson Street<br>Louisville, KY 40202<br>502-574-2029 | Velma Martin<br>4908 Shasta Trail<br>Louisville, KY 40218<br>502-882-2838                                                                            | Jeff Been<br>Legal Aid Society<br>416 W. Muhammad Ali Blvd.<br>Louisville, KY 40202<br>502-614-3100                                   |
| Title of Public Official:<br>Jackie Stamps, Director<br>Cab. for Health & Family Services<br>908 W. Broadway, 4 East<br>Louisville, KY 40203<br>502-595-4732                               | Jamesetta Ferguson<br>5609 Billtown Road<br>Louisville, KY 40299<br>502-267-8064                                                                     | Tamara Russell<br>University of Louisville<br>2301 S. 3 <sup>rd</sup> Street<br>Louisville, KY 40292<br>502-852-6656                  |

**Attachment C 2017 MEMBERS OF THE BOARD OF DIRECTORS**

| <p align="center"><b><u>REPRESENTATIVES OF THE ELECTED 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 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 SECTOR</u></b><br/>(the remainder of the members)<br/><br/>Names, addresses, and phone numbers:</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>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</p>                                                    | <p>Tia Brown<br/>7216 Chestnut Tree Ln.<br/>Louisville, KY 40291<br/>502-510-4111 (Home)</p>                                                                              | <p>Debbie Presley<br/>Kentucky Telco Federal Credit Union<br/>3740 Bardstown Road<br/>Louisville, KY 40218<br/>502-459-3000</p>                            |
| <p>Title of Public Official:<br/>Scott Love, Economic Development Coordinator<br/>Louisville Metro Economic Growth &amp; Innovation<br/>2900 W. Broadway, Suite 300<br/>Louisville, KY 40211<br/>502-574-1143</p> | <p align="center"><b>VACANT</b></p>                                                                                                                                       | <p>Tera West, Senior Program Director<br/>KentuckianaWorks<br/>410 W. Chestnut Street, Suite 200<br/>Louisville, KY 40202<br/>502-574-4359</p>             |
| <p>Title of Public Official:<br/>Geoffrey Hobin, Capital Projects Administrator<br/>TARC<br/>1000 W. Broadway Louisville, KY 40203<br/>502.561.5111</p>                                                           |                                                                                                                                                                           |                                                                                                                                                            |

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

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

**Administering Board Vacancy Update (as of 4/8/16, Prepared by Eric Friedlander)**

The LMCAP Administering Board has one vacancy in its low-income sector. The vacancy occurred due to the recent passing of a board member; 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 21, 2016 meeting.

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Eric Friedlander, Director

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Maribeth Schneber-Rhemrev, CSBG Director

**6.) Board Meeting Schedule for 2015**

**See Attachment**

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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**

DRAFT

**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><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                                                                                                     |
| College seniors lack financial supports needed for college graduation              | Provide 18 scholarships to college seniors from July 1, 2016 to June 30, 2017                                         | College seniors gain financial supports needed for college graduation              | 10 out of 18, or 55% of participants will graduate from college before June 30, 2017                                                                                                                                              |                                                                                                                                            | 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 25 preschool scholarships to families from July 1, 2016 to June 30, 2017                                      | Families gain access to affordable, quality pre-school programs for their children | 25 out of 25, or 100% of families will obtain access to affordable, quality pre-school programs for their children<br><br>14 out of 25 children enrolled in pre-school, or 52% 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 |

**Mission:** The Mission of Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty.

**Proxy Outcome:**

**Logic Model**

**Program: Employment**

**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 specialized skills needed to obtain employment | Provide specialized job training to 35 individuals from July 1, 2016 to June 30, 2017                                 | Individuals gain specialized skills needed to obtain employment | <p>20 out of 35, or 57% will obtain certification in a specialized skill</p> <p>10 out of 20, or 50% individuals who complete specialized job training will obtain employment</p> <p>10 out of 20, or 50% will maintain employment for at least 90 days</p> <p>3 out of 20, or 15% will obtain an increase in employment income or benefits</p> <p>17 out of 20, or 85% will obtain living wage employment</p> |                                                                                                                                            | <p>Proof of Certification</p> <p>School Records</p> <p>Employment verifications (forms, paystubs, letters from employers)</p> | <p>Case record which includes certificates from participants or training vendors, 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 vendors/ participants</p> <p>Quarterly Reporting</p> |

|                                                                                                      |                                                                                                                                                                                                    |                                                                                                  |                                                                                                                                                                                                                                                                                                                                            |  |                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                       |                                                                                                                                    |
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| <p>Individuals lack supports needed to obtain employment</p>                                         | <p>Provide resume writing, interview skill, job search, and employment barrier supports to 40 individuals from July 1, 2016 to June 30, 2017</p>                                                   | <p>Individuals gain supports needed to obtain employment</p>                                     | <p>16 out of 40, or 40% of individuals enrolled will obtain employment</p> <p>26 out of 40, or 65% of individuals will maintain employment for 90 days</p> <p>6 out of 40, or 15% of individuals will obtain an increase in employment income or benefits</p> <p>6 out of 40, or 15% 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, 2016 to June 30, 2017</p> <p>Provide loans to 30 microenterprises from July 1, 2016 to June 30, 2017</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>10 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>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> |

**Mission:** The Mission of Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty.

**Proxy Outcome:**

**Logic Model**

**Program: Housing**

**X 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><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><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>                                                                                                     |
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| <b>(1) Planning</b>                                                                         | <b>(2) Intervention</b>                                                                                                                            | <b>(3) Intervention</b>                                                                       | <b>(4) Intervention</b>                                                                                                                                                   | <b>(5) Impact</b>                                                                                                                             | <b>(6) Accountability</b>                                                 | <b>(7) Accountability</b>                                                                                                                     | <b>(8) Accountability</b>                                                                                                                             |
| Families lack housing stability while working towards self-sufficiency goals                | Provide rental assistance to 80 families engaged in comprehensive family case management services from July 1, 2016 to June 30, 2017               | Families obtain housing stability while working towards self-sufficiency goals                | 80 out of 80, 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 |
| Veterans and chronically homeless families in Louisville lack affordable supportive housing | Provide security deposit assistance to 30 veterans and chronically homeless families engaged in SAMHSA services from July 1, 2016 to June 30, 2017 | Veterans and chronically homeless families in Louisville obtain affordable supportive housing | 30 out of 30, or 100% of veterans will obtain affordable supportive housing                                                                                               |                                                                                                                                               | Deposit assistance enrollments and follow-up with landlords/partner staff | Case managers obtain verification of receipt of housing from landlords/partner staff 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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| <p>Zero income households who are in the application process for Social Security face homelessness</p> | <p>Provide 9 months of rental assistance for 35 households in the application process for Social Security from July 1, 2016 to June 30, 2017</p>                                                                                                                           | <p>Zero income households who are in the approval process for Social Security do not face homelessness</p> | <p>33 out of 35, or 95% of households maintain housing for 9 months</p>                                                                                                                                                                                       |  | <p>Rental assistance applications and follow-up with landlords</p> | <p>Case managers obtain verification of receipt of assistance from landlords of program participants 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> |
| <p>Families are homeless</p>                                                                           | <p>Provide 12 months of rental assistance and supportive services to 55 homeless families from July 1, 2016 to June 30, 2017</p> <p>Provide 24 months of HOME rental assistance and supportive services to 60 formerly homeless families July 1, 2016 to June 30, 2017</p> | <p>Families are not homeless</p>                                                                           | <p>55 out of 55, or 100% of families obtain housing</p> <p>49 out of 55, or 90% of families maintain housing for 12 months</p> <p>60 out of 60, or 100% of families obtain housing</p> <p>54 out of 60, or 90% of families maintain housing for 24 months</p> |  | <p>Rental assistance applications and follow-up with landlords</p> | <p>Case managers obtain verification of receipt of assistance from landlords of program participants 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> |
| <p>Individuals who are chronically disabled are homeless</p>                                           | <p>Provide permanent supportive housing to 400 chronically homeless individuals from July 1, 2016 to June 30, 2017</p>                                                                                                                                                     | <p>Individuals who are chronically disabled are not homeless</p>                                           | <p>400 out of 400, or 100% obtain housing</p> <p>360 out of 400, or 90% of individuals maintain housing for 12 months</p>                                                                                                                                     |  | <p>Rental assistance applications and follow-up with landlords</p> | <p>Case managers obtain verification of receipt of assistance from landlords of program participants 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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| Formerly homeless families need case management supports while working towards housing goals | Provide case management services to 180 families from July 1, 2016 to June 30, 2017 | Formerly homeless families gain case management supports while working towards housing goals | 162 out of 180, or 90% of families reach housing goals |  | Case plans | Case managers maintain information in participant files and CASTiNET at time of service.<br><br>Case managers assess progress toward goals each month | 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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**Mission:** The Mission of Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty.

**Proxy Outcome:**

DRAFT

**Logic Model**

**Program: Self-Sufficiency**

**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                                                                                                      |
| Families need comprehensive family case management services while working towards self-sufficiency goals                    | Provide comprehensive family case management services to 80 families from July 1, 2016 through June 30, 2017          | Families receive comprehensive, holistic family case management services while working towards self-sufficiency goals        | 80 out of 80 families, or 100% will receive comprehensive family case management services<br><br>40 out of 40, or 50% 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 and families lack needed supportive services while working towards self-sufficiency goals with partner agencies | Provide supportive services to 100 families from July 1, 2016 through June 30, 2017                                   | Individuals and families working with partner agencies gain supportive services while working towards self-sufficiency goals | 100 out of 100 individuals or families, or 100% will obtain supportive services from LMCS<br><br>15 out of 100, or 15% of participants will obtain employment                                      |                                                                                                                                            |                                                                                                                                       | Case managers maintain information in participant files and CASTiNET at time of service.                                                                 | Weekly data input by case managers into database<br><br>Monthly follow-up with/ participants<br><br>Quarterly Reporting |

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|                                                                                                     |                                                                                                                                                   |                                                                                                     | <p>40 out of 100, or 40% of participants will maintain employment for at least 90 days</p> <p>6 out of 100, or 6% of participants will obtain an increase in employment income or benefits</p> |  | <p>Employment verifications (forms, paystubs, letters from employers)</p>                             | <p>Case record. Case managers obtain from participant or participant's employer</p>                                                                             |                                                                                                                                         |
| <p>Individuals lack access to affordable childcare while working towards self-sufficiency goals</p> | <p>Provide payments on behalf of 40 program participants to qualified childcare providers for children between July 1, 2016 and June 30, 2017</p> | <p>Individuals gain access to affordable childcare while working towards self-sufficiency goals</p> | <p>40 out of 40, or 100% of program participants will obtain access to affordable childcare for their children</p>                                                                             |  | <p>Application for childcare assistance</p> <p>Verification of enrollment from childcare provider</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>Data entered at time of assistance.</p> <p>90 day assessments completed by case managers</p> <p>Quarterly reporting</p>              |
| <p>Individuals lack transportation while working towards self-sufficiency goals</p>                 | <p>Provide monthly transportation assistance to 150 families from July 1, 2016 to June 30, 2017</p>                                               | <p>Individuals gain access to transportation while working towards self-sufficiency goals</p>       | <p>150 out of 150, 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> |

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| <p>Low-income children lack enrichment opportunities</p>                                                             | <p>Provide enrichment scholarships to 40 children from July 1, 2016 to June 30, 2017</p>                                                                                | <p>Low-income children gain enrichment opportunities</p>                                                   | <p>40 out of 40, 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 30 individuals engaged in comprehensive family case management from July 1, 2014 to June 30, 2016</p> | <p>Individuals do not experience barriers to self-sufficiency</p>                                          | <p>30 out of 30, 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, 2016 and June 30, 2017</p>                     | <p>Youth aging out of foster care gain a stable environment while working on independent living skills</p> | <p>40 out of 40, or 100% 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> |

|                                                                                                                                                    |                                                                                                                                 |                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                                                                                                |                                                                                                                                                                                     |                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <p>Families need case management services while developing strategies to prevent future emergencies and working towards self-sufficiency goals</p> | <p>Provide 1,350 families receiving temporary financial assistance with case management from July 1, 2016 and June 30, 2017</p> | <p>Families gain case management services while developing strategies to prevent future emergencies and working towards self-sufficiency goals</p> | <p>135 out of 1,350, or 10% of participants will obtain employment</p> <p>202 out of 1,350, or 14% of participants will maintain employment for at least 90 days</p> <p>68 out of 1,350, or 5% of participants will obtain an increase in employment income or benefits</p> <p>68 out of 1,350, or 5% of participants will obtain living wage employment</p> <p>15 out of 1,350, or 1% of participants will obtain certification in a specialized skill</p> <p>20 out of 1, 350, or 1% will maintain a budget for 90 days</p> |  | <p>Employment verifications (forms, paystubs, letters from employers)</p> <p>Budget sheets</p> | <p>Case managers maintain information in participant files and CASTiNET at time of service.</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> |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|

**Mission:** The Mission of Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty.

**Proxy Outcome:**

**Logic Model**

**Program: Income Management**

**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, 2016 to June 30, 2017</p> <p>Provide financial education and budgeting supports to 35 people enrolled in the Utility Empowerment Program from July 1, 2016 to June 30, 2017</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>25 out of 35, or 71% will maintain a budget for 90 days</p> <p>7 out of 35, or 20% 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 Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty.

**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><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                                                                                                   |
| Senior citizens and people with disabilities lack transportation needed to access nutritious food | Provide 70 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, 2016 to June 30, 2017 | Senior citizens and people with disabilities gain transportation needed to access nutritious food | 70 out of 70, 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 |

**Mission:** The Mission of Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty.

**Proxy Outcome:**

**Logic Model**

**Program: Emergency Services**

**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 <b>will</b> 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 <b>achieve</b> each outcome.</u><br><br>or<br><br><u>Actual # and % of units <b>achieved</b>.</u> | <b>Measurement Tool</b>                                                                                                                                         | <b>Data Source, Collection Procedure, Personnel</b>                                                                    | <b>Frequency of Data Collection and Reporting</b>                                                                                       |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| <b>(1) Planning</b>                                    | <b>(2) Intervention</b>                                                                                                      | <b>(3) Intervention</b>                                | <b>(4) Intervention</b>                                                                                                                                                              | <b>(5) Impact</b>                                                                                                                                               | <b>(6) Accountability</b>                                                                                                                                       | <b>(7) Accountability</b>                                                                                              | <b>(8) Accountability</b>                                                                                                               |
| Families lack resources to handle emergency situations | Provide 15 families with financial assistance to address emergency situations from July 1, 2016 to June 30, 2017             | 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 |

|                                                         |                                                                                                    |                                                          |                                                                                         |  |                                                                                                                                                                        |                                                                                                                               |                                                                                                                                                |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Families face eviction and utility disconnection</p> | <p>Provide temporary financial assistance to 1,800 families from July 1, 2016 to June 30, 2017</p> | <p>Families avoid eviction and utility disconnection</p> | <p>1,800 out of 1,800, or 100% of families avoid eviction and utility disconnection</p> |  | <p>Verification of crisis/emergency need</p> <p>Proof payment resulted in alleviation of emergency need</p> <p>Rental/Utility checks cut</p> <p>Participant report</p> | <p>Case record. Case manager obtains verification from participants and maintains in participant's case file and CASTiNET</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> |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|

**Mission:** The Mission of Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty.

**Proxy Outcome:**

**9.) Affirmative Action Plan**

**See Attachment**

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**10.) ROMA Outcomes of Efforts SFY2017**

**See Attachment**

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# Strategic Planning and Performance Report (SPP Report)

Name of Agency Reporting:

Reporting Period:

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

| <b>National Performance Indicator 1.1</b><br>(Guide Pages 16-18)                                                                                                                                                    | <b>I.) Number of Participants Enrolled in Program(s)</b> | <b>II.) Number of Participants Expected to Achieve Outcome in Reporting Period (Target)</b> | <b>III.) Number of Participants Achieving Outcome in Reporting Period (Actual)</b> | <b>IV.) Percentage Achieving Outcome in Reporting Period [III/II=IV]</b> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <b>Employment</b>                                                                                                                                                                                                   | <b>(#)</b>                                               | <b>(#)</b>                                                                                  | <b>(#)</b>                                                                         | <b>(%)</b>                                                               |
| 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                                                                                                                                                                                    |                                                          | 196                                                                                         |                                                                                    |                                                                          |
| B. Employed and maintained a job for at least 90 days                                                                                                                                                               |                                                          | 268                                                                                         |                                                                                    |                                                                          |
| C. Employed and obtained an increase in employment income and/or benefits                                                                                                                                           |                                                          | 80                                                                                          |                                                                                    |                                                                          |
| D. Achieved "living wage" employment and/or benefits                                                                                                                                                                |                                                          | 91                                                                                          |                                                                                    |                                                                          |
| <b>National Performance Indicator 1.2</b><br>(Guide Pages 21-24)                                                                                                                                                    | <b>I.) Number of Participants Enrolled in Program(s)</b> | <b>II.) Number of Participants Achieving Outcome in Reporting Period</b>                    |                                                                                    |                                                                          |
| <b>Employment Supports</b>                                                                                                                                                                                          | <b>(#)</b>                                               | <b>(#)</b>                                                                                  |                                                                                    |                                                                          |
| 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                                                                                                                                                             | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| B. Completed ABE/GED and received certificate or diploma                                                                                                                                                            | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| C. Completed post-secondary education program and obtained certificate or diploma                                                                                                                                   | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| D. Enrolled children in before or after school programs                                                                                                                                                             | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| E. Obtained care for child or other dependent                                                                                                                                                                       | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| F. Obtained access to reliable transportation and/or driver's license                                                                                                                                               | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| G. Obtained health care services for themselves or a family member                                                                                                                                                  | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| H. Obtained and/or maintained safe and affordable housing                                                                                                                                                           | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| I. Obtained food assistance                                                                                                                                                                                         | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| J. Obtained non-emergency LIHEAP energy assistance                                                                                                                                                                  | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| K. Obtained non-emergency WX energy assistance                                                                                                                                                                      | +                                                        | +                                                                                           |                                                                                    |                                                                          |
| L. Obtained other non-emergency service (State/local/private energy programs. <b>Do Not Include LIHEAP or WX</b> )                                                                                                  | +                                                        | +                                                                                           |                                                                                    |                                                                          |

# Strategic Planning and Performance Report (SPP Report)

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

| <b>National Performance Indicator 1.3</b><br>(Guide Pages 27-29)<br><b>Economic Asset Enhancement and Utilization</b><br><br>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: | I.) Number of Participants Enrolled in Program(s)<br><br>(#) | II.) Number of Participants Expected to Achieve Outcome in Reporting Period (Target)<br><br>(#) | III.) Number of Participants Achieving Outcome in Reporting Period (Actual)<br><br>(#) | IV.) Percentage Achieving Outcome in Reporting Period<br><br>% | V.) Aggregated Dollar Amounts (Payments, Credits or Savings)<br><br>\$ |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------|
| <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                                                                                                                                                                                                                                                                         |                                                              | 150                                                                                             |                                                                                        |                                                                |                                                                        |
| 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                                                                                            |                                                                                        |                                                                |                                                                        |
| <b>UTILIZATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                              |                                                                                                 |                                                                                        |                                                                |                                                                        |
| D. Number and percent participants demonstrating ability to complete and maintain a budget for over 90 days                                                                                                                                                                                                                                                                                                                                              |                                                              | 57                                                                                              |                                                                                        |                                                                | N/A                                                                    |
| 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                                                                                                                                                                                                                                                                                                             |                                                              | 7                                                                                               |                                                                                        |                                                                |                                                                        |
| G. Number and percent of participants capitalizing a small business with accumulated savings or other savings                                                                                                                                                                                                                                                                                                                                            |                                                              | 10                                                                                              |                                                                                        |                                                                |                                                                        |
| 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                                                                                                                                                                                                                                                                                                                                                      |                                                              |                                                                                                 |                                                                                        |                                                                |                                                                        |

**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.

| National Performance Indicator 2.1<br>(Guides Pages 32-35)<br><b>Community Improvement and Revitalization</b>                                                                                                                                                                                     | I.) Number of Projects or Initiatives | II.) Number of Opportunities and/or Community Resources Preserved or Increased |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|--------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                   | (#)                                   | (#)                                                                            |
| 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: |                                       |                                                                                |
| A. Jobs created, or saved, from reduction or elimination in the community                                                                                                                                                                                                                         |                                       |                                                                                |
| B. Accessible "living wage" jobs created or saved from reduction or elimination 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> | <b>II.) Number of Community Assets, Services, or Facilities Preserved or Increased</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------------|
| 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                                                                                            | +                                                            | +                                                                                      |
| <b>National Performance Indicator 2.3</b><br>(Guide Pages 41)<br><b>Community Engagement</b>                                                                     | <b>I.) Total Contribution by Community</b>                   |                                                                                        |
| 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                           | +                                                            |                                                                                        |
| B. Number of volunteer hours donated to the agency (This will be ALL volunteer hours)                                                                            | +                                                            |                                                                                        |

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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)</p> <p><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 style="text-align: center;">+</p>                  |
| <p><b>National Performance Indicator 3.2</b><br/>(Guide Pages 46-47)</p> <p><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 style="text-align: center;">+</p>                  |
| <p>B. Number of low-income people acquiring businesses in their community as a result of community action assistance</p>                                                                                                                                                                                                                                                                                     | <p style="text-align: center;">+</p>                  |
| <p>C. Number of low-income people purchasing their own home in their community as a result of community action assistance</p>                                                                                                                                                                                                                                                                                | <p style="text-align: center;">+</p>                  |
| <p>D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action</p>                                                                                                                                                                                                                                                                      | <p style="text-align: center;">+</p>                  |

**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                                                                                                                                                                      | +                                  | +                                  |
| B. Faith Based                                                                                                                                                                     | +                                  | +                                  |
| C. Local Government                                                                                                                                                                | +                                  | +                                  |
| D. State Government                                                                                                                                                                | +                                  | +                                  |
| E. Federal Government                                                                                                                                                              | +                                  | +                                  |
| F. For-Profit Business or Corporation                                                                                                                                              | +                                  | +                                  |
| G. Consortiums/Collaboration                                                                                                                                                       | +                                  | +                                  |
| H. Housing Consortiums/Collaborations                                                                                                                                              | +                                  | +                                  |
| I. School Districts                                                                                                                                                                | +                                  | +                                  |
| J. Institutions of post secondary education/training                                                                                                                               | +                                  | +                                  |
| K. Financial/Banking Institutions                                                                                                                                                  | +                                  | +                                  |
| L. Health Service Institutions                                                                                                                                                     | +                                  | +                                  |
| M. State wide associations or collaborations                                                                                                                                       | +                                  | +                                  |
| N. The total number of organizations CAAs work with to promote family and community outcomes                                                                                       | +                                  | +                                  |

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                                                                                                                                                          | +                          |

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

DRAFT

## 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>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                                                                                                                                                                                                                | +                                                       | +                                                          |
| B. Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources                                                                                                                               | +                                                       | +                                                          |
| C. Emergency Rent or Mortgage 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)<br><br>(#) | II.) Number of Participants Expected to Achieve Outcome in Reporting Period (Target)<br><br>(#) | III.) Number of Participants Achieving Outcome in Reporting Period<br><br>(#) | IV.) Percentage Achieving Outcome in Reporting Period<br><br>(%) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------|
| The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs who achieve program goals, as measured by <u>one or more</u> of the following: |                                                              |                                                                                                 |                                                                               |                                                                  |
| <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                                                                                                                        |                                                              |                                                                                                 |                                                                               |                                                                  |
| C. Children participate in pre-school activities to develop school readiness skills                                                                                                                                       |                                                              | 25                                                                                              |                                                                               |                                                                  |
| D. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade                                                                                                         |                                                              | 14                                                                                              |                                                                               |                                                                  |
| <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                                                                                                                                                  |                                                              | 40                                                                                              |                                                                               |                                                                  |
| <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                                                                                                                                          |                                                              |                                                                                                 |                                                                               |                                                                  |

| <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)<br><br>(#) | II.) Number of Participants Achieving Outcome in Reporting Period<br><br>(#) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------|
| 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)                                                                                                                | +                                                            | +                                                                            |

## 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 |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>Service Counts</b>                                                                                                          |                        |
| 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                                                                                              | +                      |

DRAFT

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.**

DRAFT

**11.) DCBS Agreement**  
**See Attachment**

DRAFT

**12.) Public Review Notice**

**See Attachment**

DRAFT

**13.) Indirect Cost Allocation Plan**

**See Attachment**

DRAFT



DEPARTMENT OF  
**COMMUNITY SERVICES**

**2016 Community Needs Assessment**

The mission of Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty. This survey will focus on ways the Department of Community Services may allocate funds and resources to develop programs that improve the living conditions of residents across the county. This survey is anonymous and will take less than five minutes to complete. Thank you for your participation.

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

- A community service provider/Agency partner
- An employee of Louisville Metro Community Services
- Other community member

**2.) For the following question, review the service categories listed. Then select what you feel are the top three needs of Louisville Metro by marking the corresponding box. Finally select what you feel are the top three needs of your household by marking the corresponding box.**

| <u>Louisville Metro<br/>Top Three Needs</u> | <u>My Household<br/>Top Three Needs</u> |                                                                                                       |
|---------------------------------------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Services for Senior &amp; Disabled Citizens</b> (Health services, transportation, accessibility)   |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Services for Youth</b> (Out of School Time programs, tutoring, jobs, violence prevention)          |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Employment Services</b> (Job/certification skills, resume and interviewing coaching)               |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Housing &amp; Homeless Services</b> (Rent or utility assistance, housing placement services)       |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Personal Finances</b> (budgeting, saving, credit counseling, obtain a bank account)                |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Early Childhood Education</b> (preparing children for kindergarten and first grade)                |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Affordable Childcare Services</b> (Access to quality childcare that is affordable and reliable)    |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Adult Education</b> (GED completion, college supports, technical training, apprenticeships)        |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Job Development &amp; Creation</b> (Active recruitment of businesses that create jobs)             |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Parenting</b> (Counseling and resources for young and single parents)                              |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Nutrition &amp; Hunger Services</b> (Food pantries, out of school meal services, senior nutrition) |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Accessible Public Transportation</b> (Location of bus stops, availability of bus routes)           |
| <input type="checkbox"/>                    | <input type="checkbox"/>                | <b>Legal Services</b> (Access to an attorney or lawyer, expungement, legal advice)                    |

**3.) What would help you and the people living in your neighborhood to have a better quality of life? (Mark all that apply)**

- |                                                                                  |                                                                           |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| <input type="checkbox"/> Access to public transportation                         | <input type="checkbox"/> Services for immigrants                          |
| <input type="checkbox"/> Access to financial institutions (banks, credit unions) | <input type="checkbox"/> Services for ex-offenders                        |
| <input type="checkbox"/> Services for persons with HIV/AIDS                      | <input type="checkbox"/> After school activities for children & youth     |
| <input type="checkbox"/> Parenting and guardianship resources                    | <input type="checkbox"/> Access to helping agencies (social services)     |
| <input type="checkbox"/> Services for victims of domestic violence               | <input type="checkbox"/> Access to shopping/retail (Clothing, food, etc.) |
| <input type="checkbox"/> Services for veterans                                   | <input type="checkbox"/> Services for persons with disabilities           |
| <input type="checkbox"/> Access to quality and affordable childcare              | <input type="checkbox"/> Increased access to affordable housing           |
| <input type="checkbox"/> Increased employment opportunities                      | <input type="checkbox"/> Increased opportunities for homeownership        |
| <input type="checkbox"/> Substance abuse services and counseling                 | <input type="checkbox"/> Homelessness services                            |
| <input type="checkbox"/> Access to parks and/or recreation                       | <input type="checkbox"/> None of the above/Other: _____                   |

**4.) What personal or professional goals do you hope to accomplish in the next year? (Mark all that apply)**

- |                                                                            |                                                                        |
|----------------------------------------------------------------------------|------------------------------------------------------------------------|
| <input type="checkbox"/> Obtain a job with a living wage and/or benefits   | <input type="checkbox"/> Enroll in GED classes or obtain GED           |
| <input type="checkbox"/> Obtain a professional certification or license    | <input type="checkbox"/> Start a business                              |
| <input type="checkbox"/> Enroll in or complete college/technical education | <input type="checkbox"/> Start and/or grow a savings account           |
| <input type="checkbox"/> Make a major purchase such as a home or car       | <input type="checkbox"/> Improve credit score                          |
| <input type="checkbox"/> Enroll children in preschool or youth activities  | <input type="checkbox"/> Prepare for retirement and/or retire          |
| <input type="checkbox"/> Create and/or stick to a budget                   | <input type="checkbox"/> Improve health and/or fitness                 |
| <input type="checkbox"/> Handle stress better (Improve coping skills)      | <input type="checkbox"/> Improve relationships with friends and family |
| <input type="checkbox"/> Obtain substance abuse counseling                 | <input type="checkbox"/> Volunteer more in my community                |
| <input type="checkbox"/> Move to more suitable housing for my family       | <input type="checkbox"/> None of the above/other: _____                |

**5.) What do you feel may help you to reach your personal and/or professional goals? (Mark all that apply)**

- Job training
- Help with resume
- English as a second language tutoring
- Reliable/affordable childcare
- Complete college/technical education
- Long-term Rent or utility assistance
- Help managing money
- Counseling/mental health services
- Help finding affordable housing
- Financial assistance for college
- Access to a mentor or coach
- Help finding a job
- Access to healthcare
- Reliable transportation
- Short-term help with rent or utility bills
- Legal help (a lawyer)
- Drug/alcohol counseling
- Improve credit score
- Financial education and counseling
- Help getting food
- Complete GED
- None of the above/Other: \_\_\_\_\_

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

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

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

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

**8.) Which races best identify you? (Mark all that apply)**

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

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

- Yes
- No

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

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

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

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8+

**12.) How many children live in your household?**

- 0
- 1
- 2
- 3
- 4
- 5
- 6+

**13.) 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)

**14.) 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

**15.) 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

**16.) Which category reflects your yearly household income?**

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

**17.) What is your zip code where you live?**

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

***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 families in the Louisville Metro area.***

# Louisville Metro Community Needs Assessment 2016

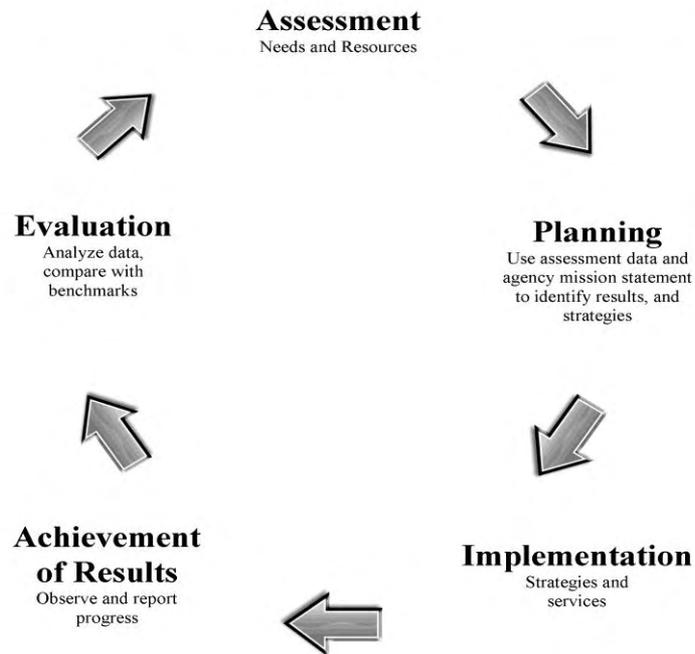


DEPARTMENT OF  
**COMMUNITY  
SERVICES**

# 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 2014

5 Year Estimates

# General Statistics

- Population: 751,485
  - Under 18: 22.91%
  - Over 65: 13.85%
- Households: 304,511
  - 29.11% of households have children under 18
- Median Household Income: \$47,692

# Poverty Statistics

| Jefferson County Poverty Rates |        |
|--------------------------------|--------|
| All Ages Poverty Rate          | 16.73% |
| Child Poverty Rate (0-17)      | 24.6%  |
| Senior Poverty Rate (65+)      | 9.1%   |

- Household Poverty Rate: 15.9%
  - Female-headed households make up 63.27% of all households in poverty

# 2014 Estimated Percent of Population at or Below Poverty Level by Household

Jefferson County 2010 Census Tracts

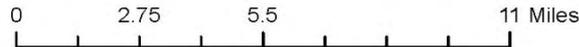
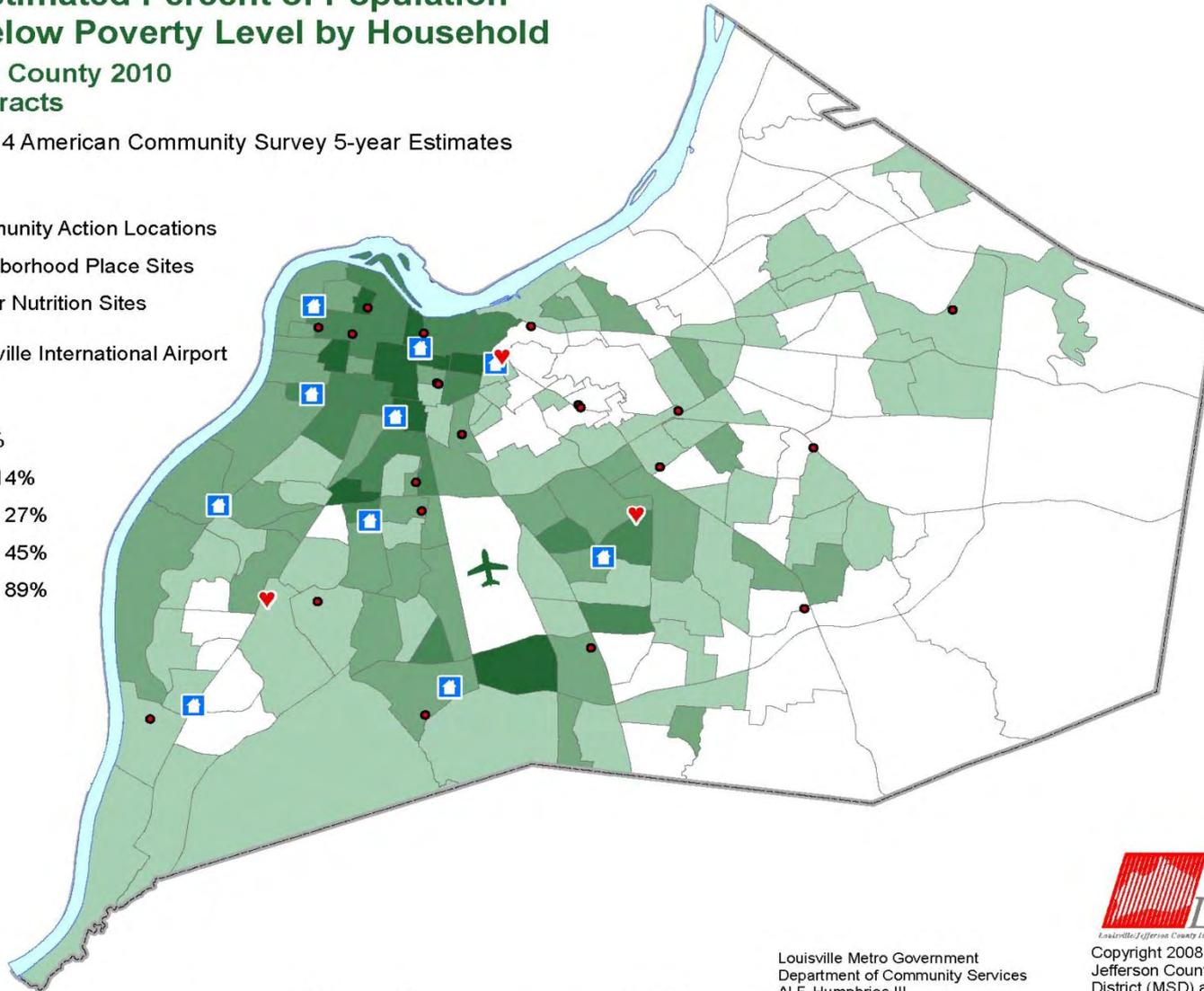
Source: 2014 American Community Survey 5-year Estimates

## Legend

-  Community Action Locations
-  Neighborhood Place Sites
-  Senior Nutrition Sites
-  Louisville International Airport

## Percent

-  0 - 5%
-  5.1 - 14%
-  14.1 - 27%
-  27.1 - 45%
-  45.1 - 89%



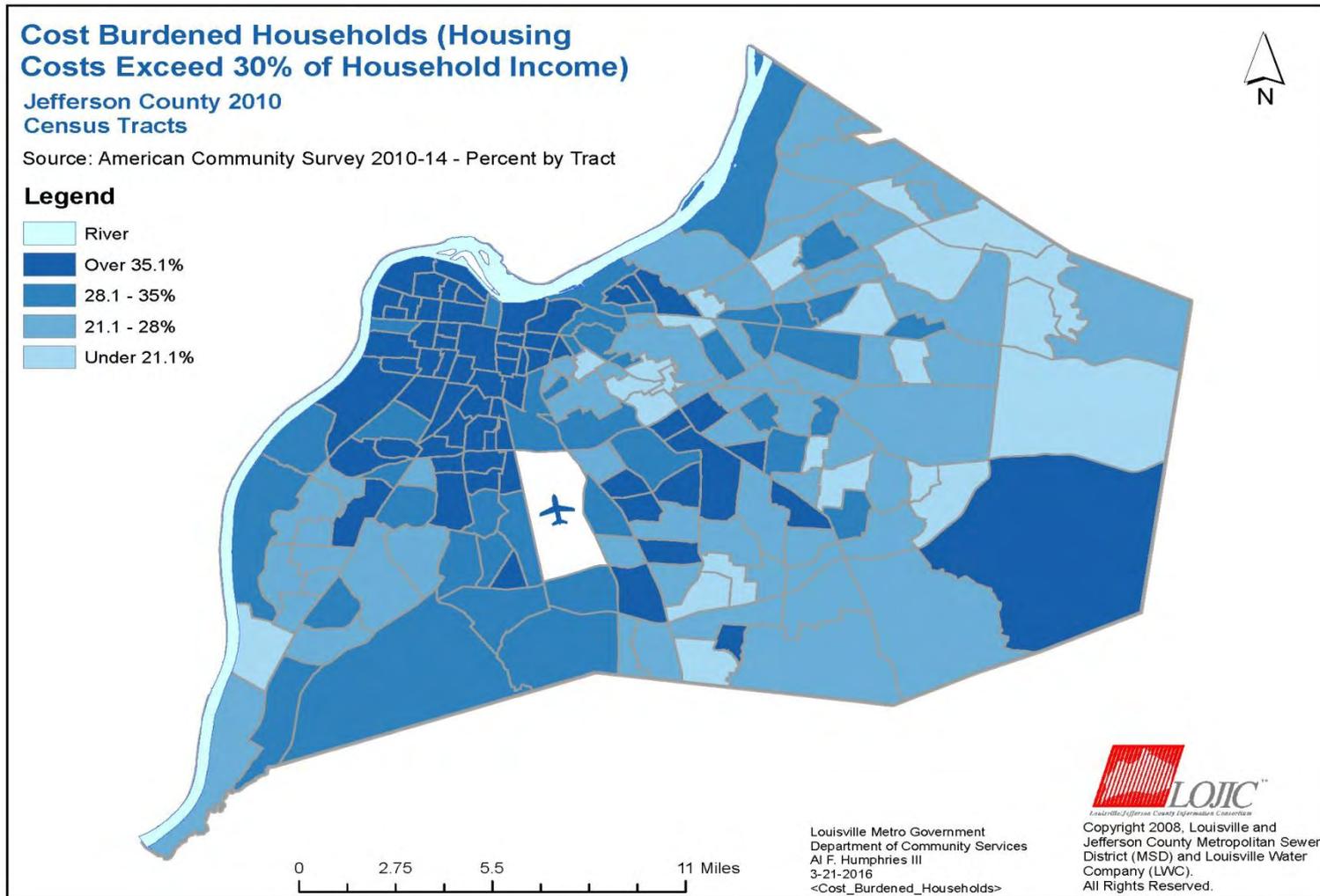
Louisville Metro Government  
 Department of Community Services  
 Al F. Humphries III  
 3-14-2016  
 <2014Percentage\_Families\_in\_Poverty>



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# Housing

- Cost Burdened Households: 30.73%



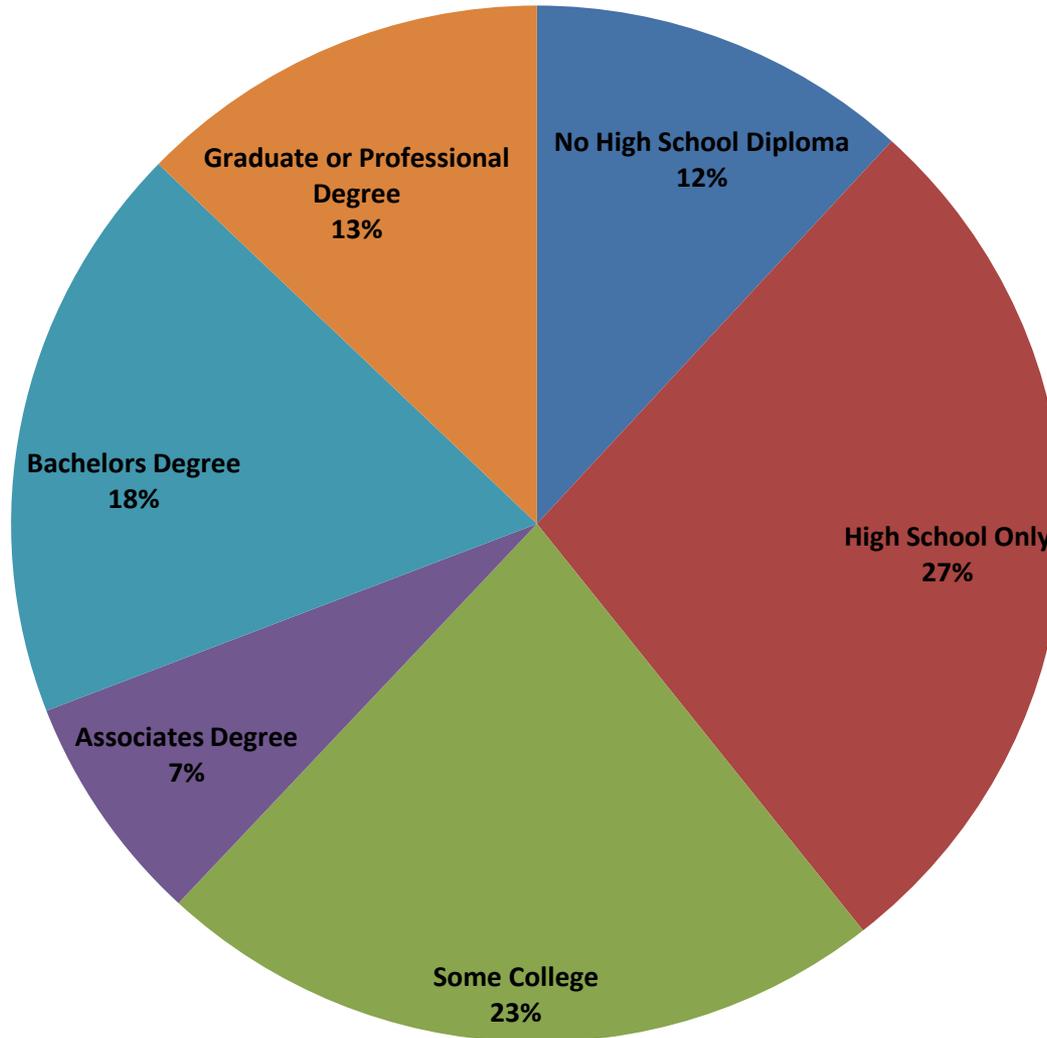
# Education

## **Brigance Kindergarten Readiness Screen**

- On average, 52.1% of children entering Kindergarten are not Kindergarten Ready (School year 2015-2016)
  - Only 40% of students on free and reduced lunch were kindergarten ready
- There is correlation between low-income zip codes and low Kindergarten readiness scores

# Education

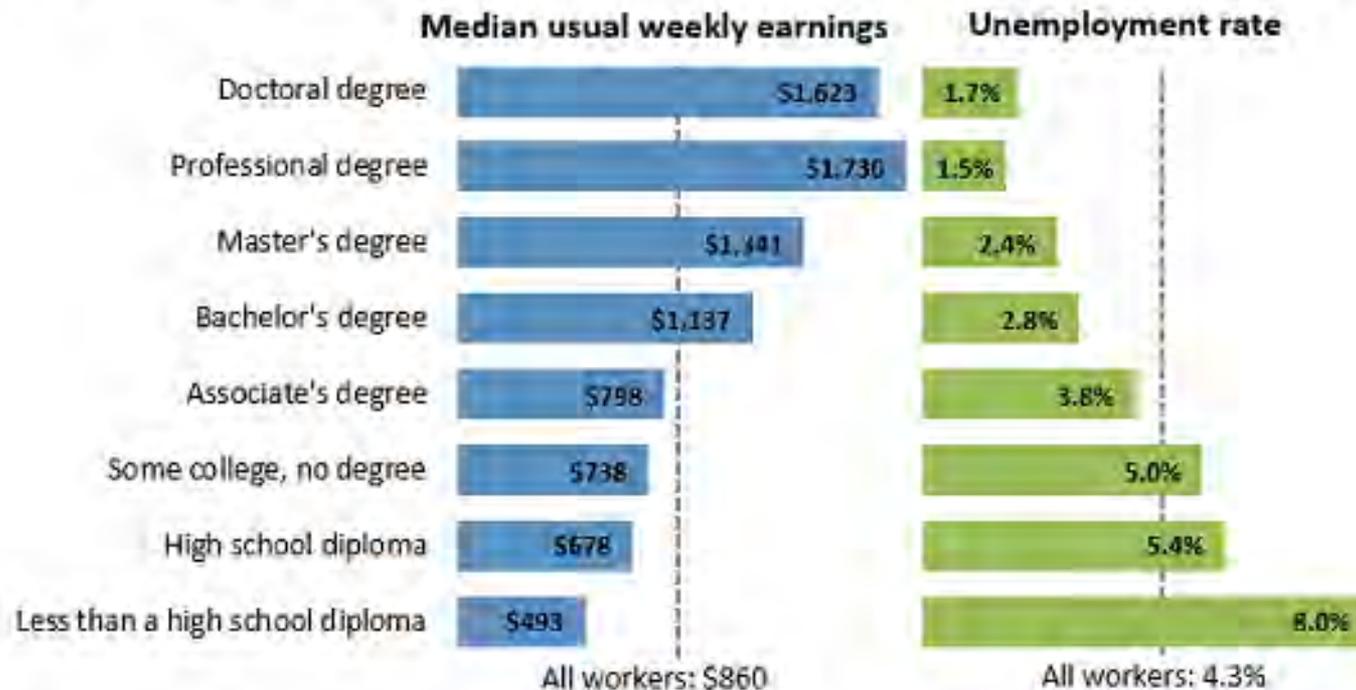
## Jefferson County Educational Attainment



# Employment

- Unemployment Rate: 4.76% (December 2015)

Earnings and unemployment rates by educational attainment, 2015



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.  
Source: U.S. Bureau of Labor Statistics, Current Population Survey

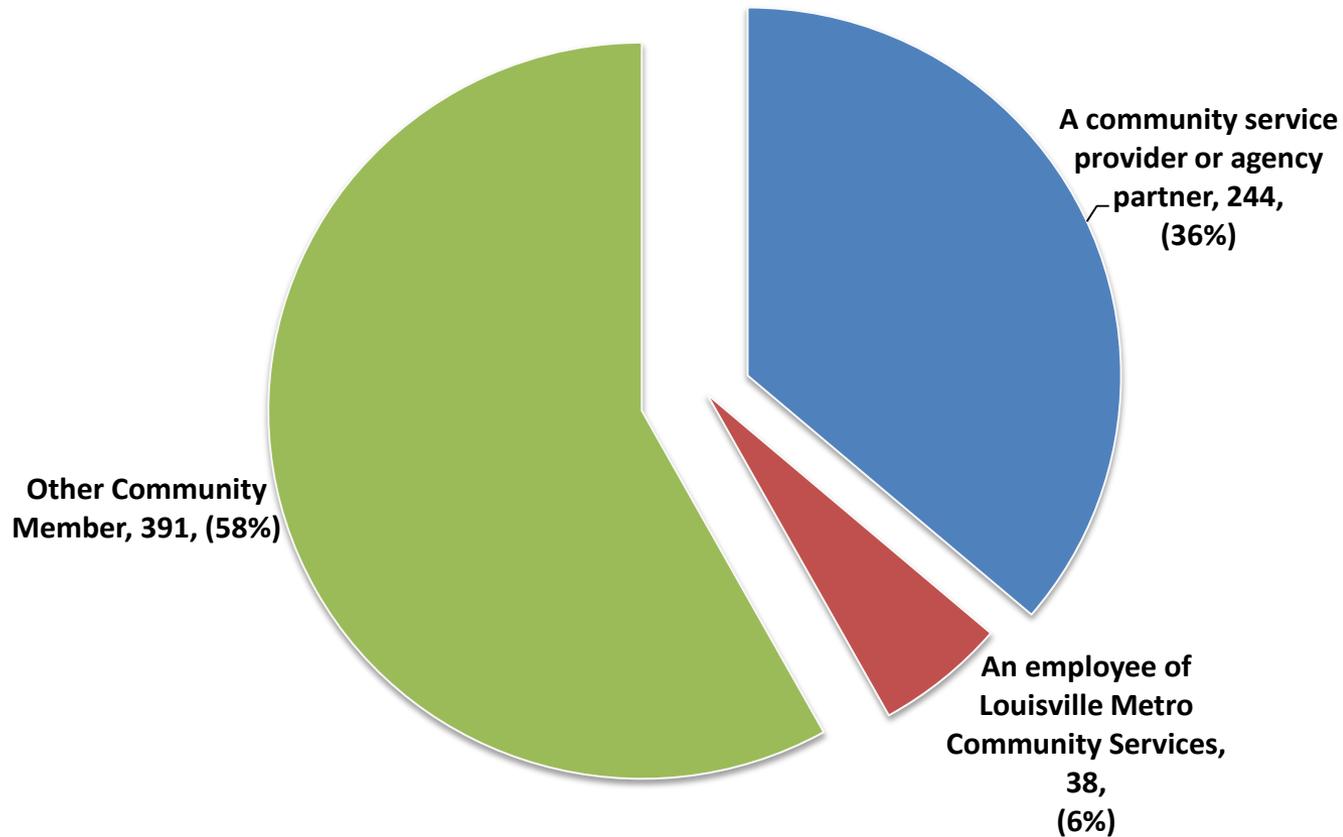
# Needs Assessment Survey

# Needs Assessment Survey

- The tool consisted of 18 questions focused on area needs, needed services, personal goals, and respondent demographics
- **673 assessments** were collected via SurveyMonkey and through paper surveys distributed throughout LMCS sites and events from mid-December 2015 through the end of February 2016

# Survey Respondent Type

Are you responding to this survey as:

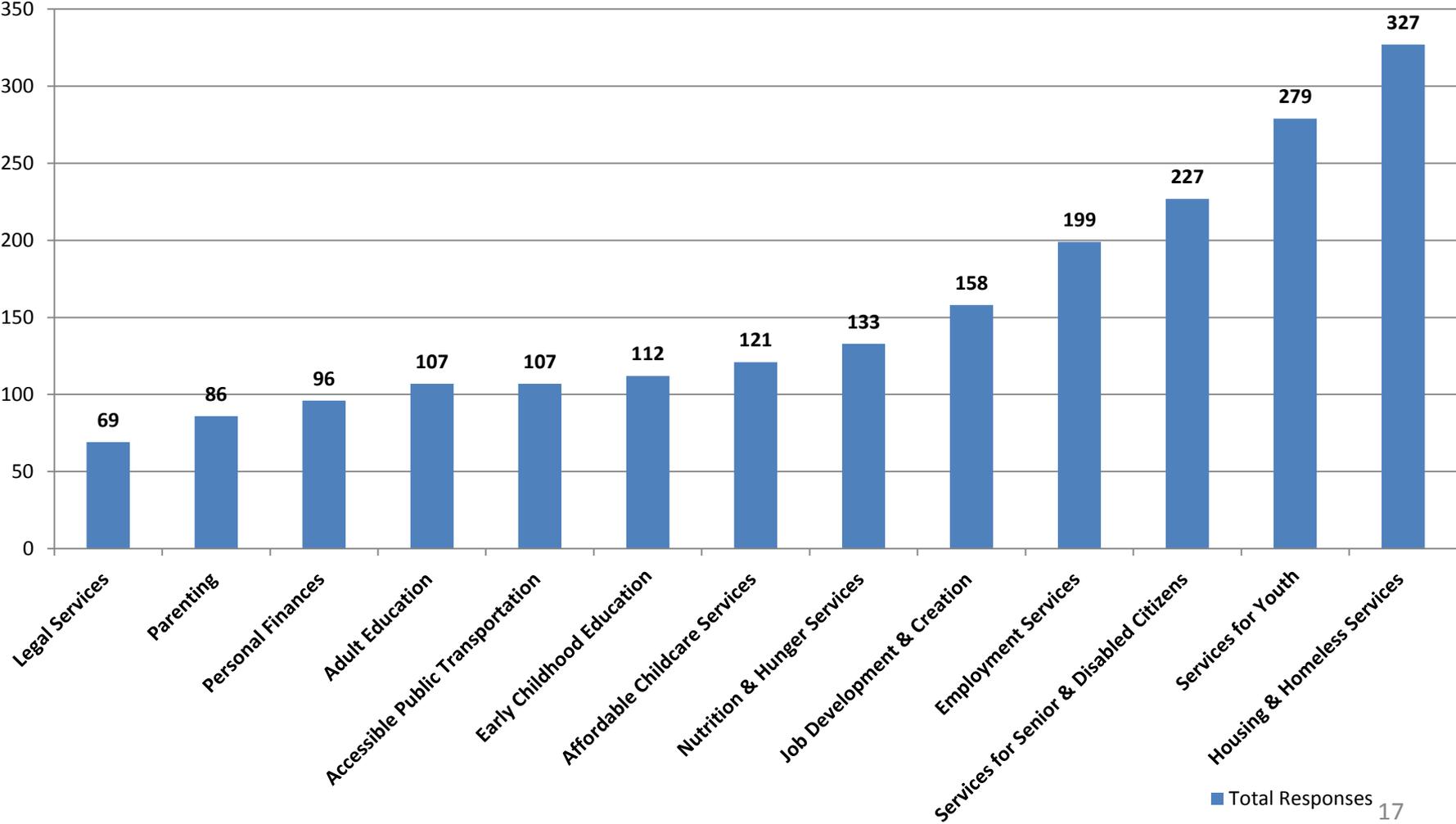


# Jefferson County Top Needs

- The top three identified needs of Jefferson County were:
  - **housing and homelessness**
  - **services for youth**
  - **services for senior and disabled citizens**
- When filtering the responses to the question to include only those with low-incomes, the top three categories remained the same.

# Jefferson County Top Needs

Top Jefferson County Needs

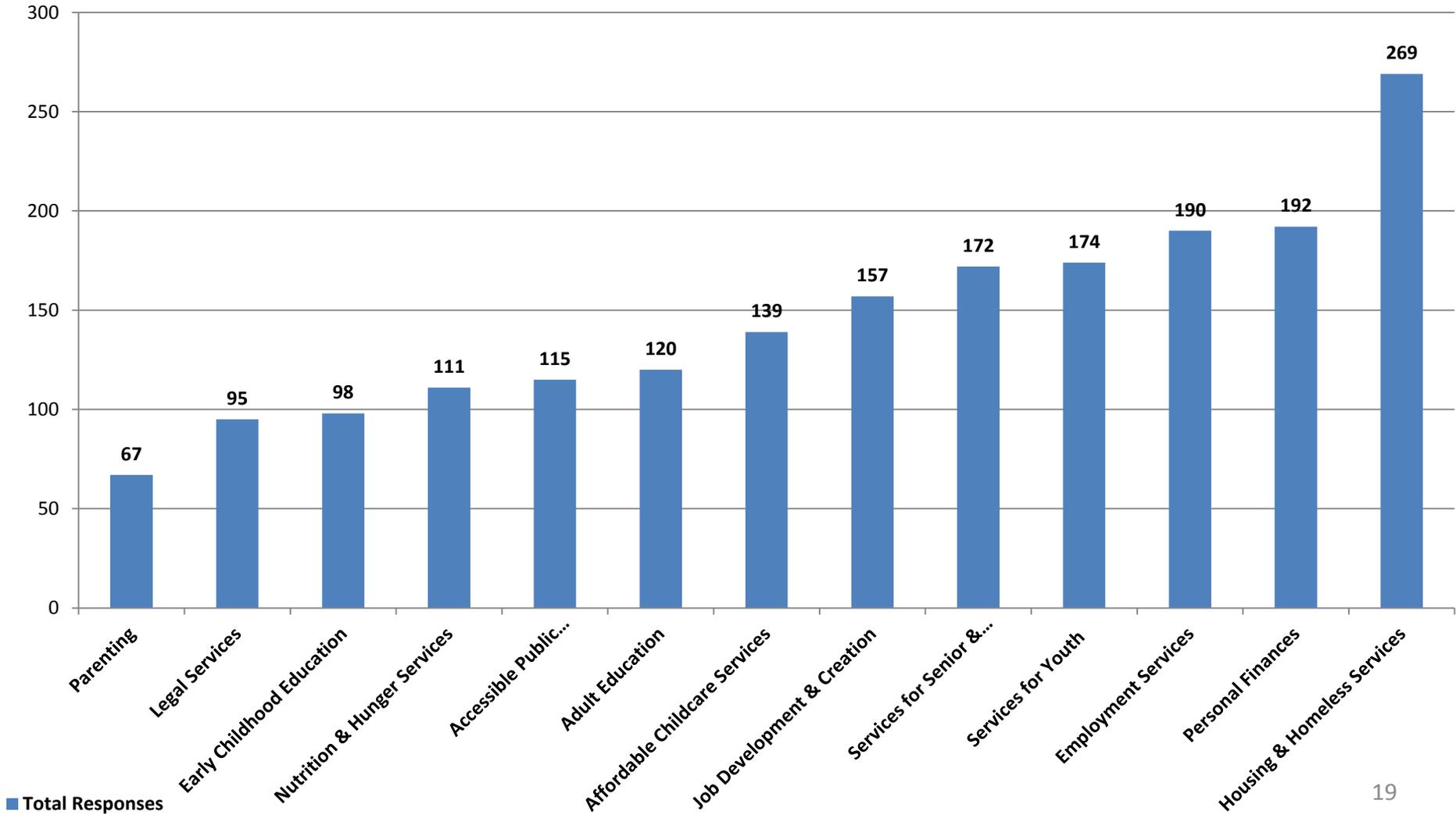


# Household Top Needs

- The top three identified needs of households in Jefferson County:
  - **housing and homeless services**
  - **personal finances**
  - **employment services**
- When filtering the responses to the question to include only those with low-incomes, the top three categories were:
  - **housing and homelessness services**
  - **personal finances**
  - **services for seniors and citizens with disabilities**
    - **Employment services** came in a close fourth

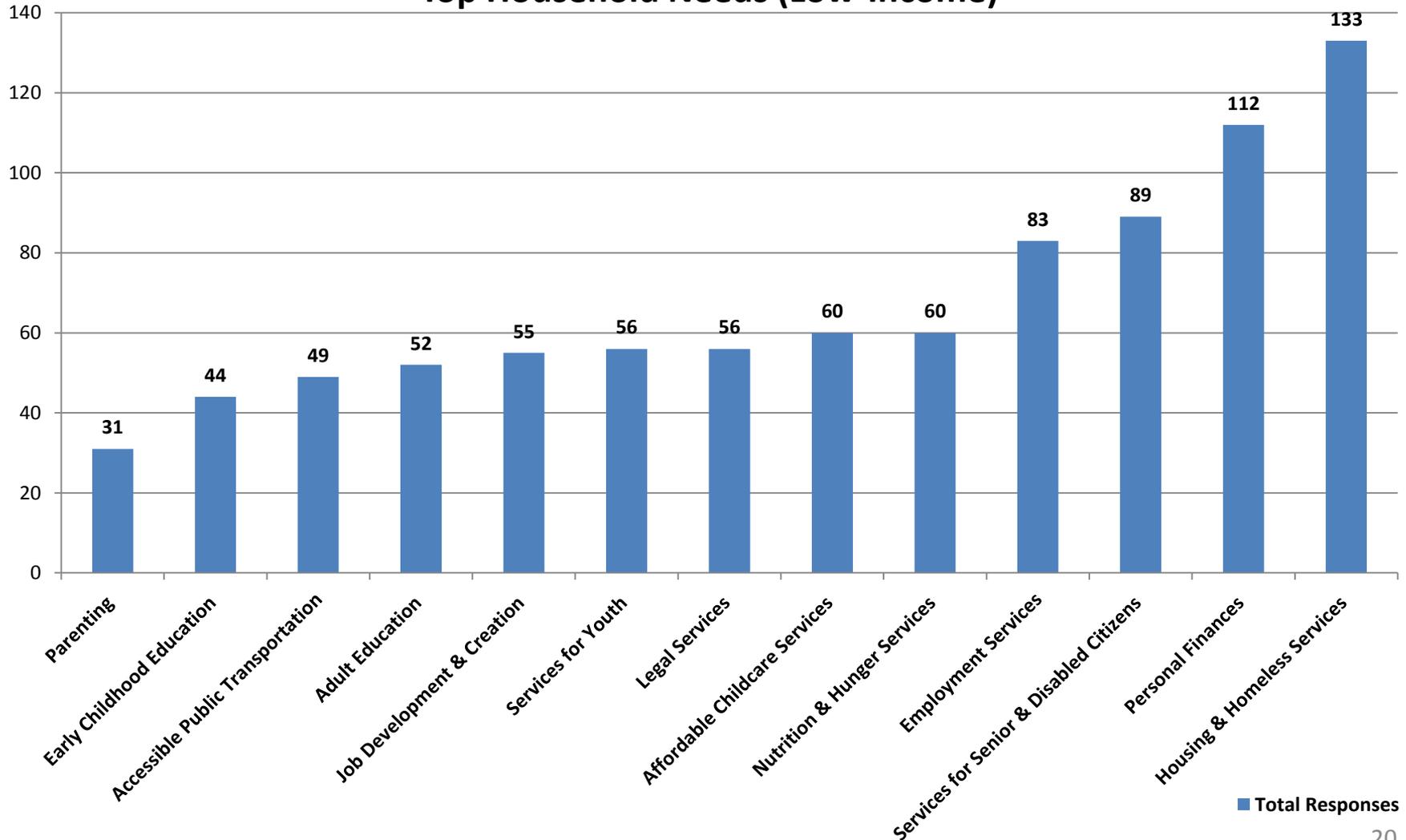
# Household Top Needs

## Top Household Needs



# Household Top Needs (Low-income)

## Top Household Needs (Low-Income)

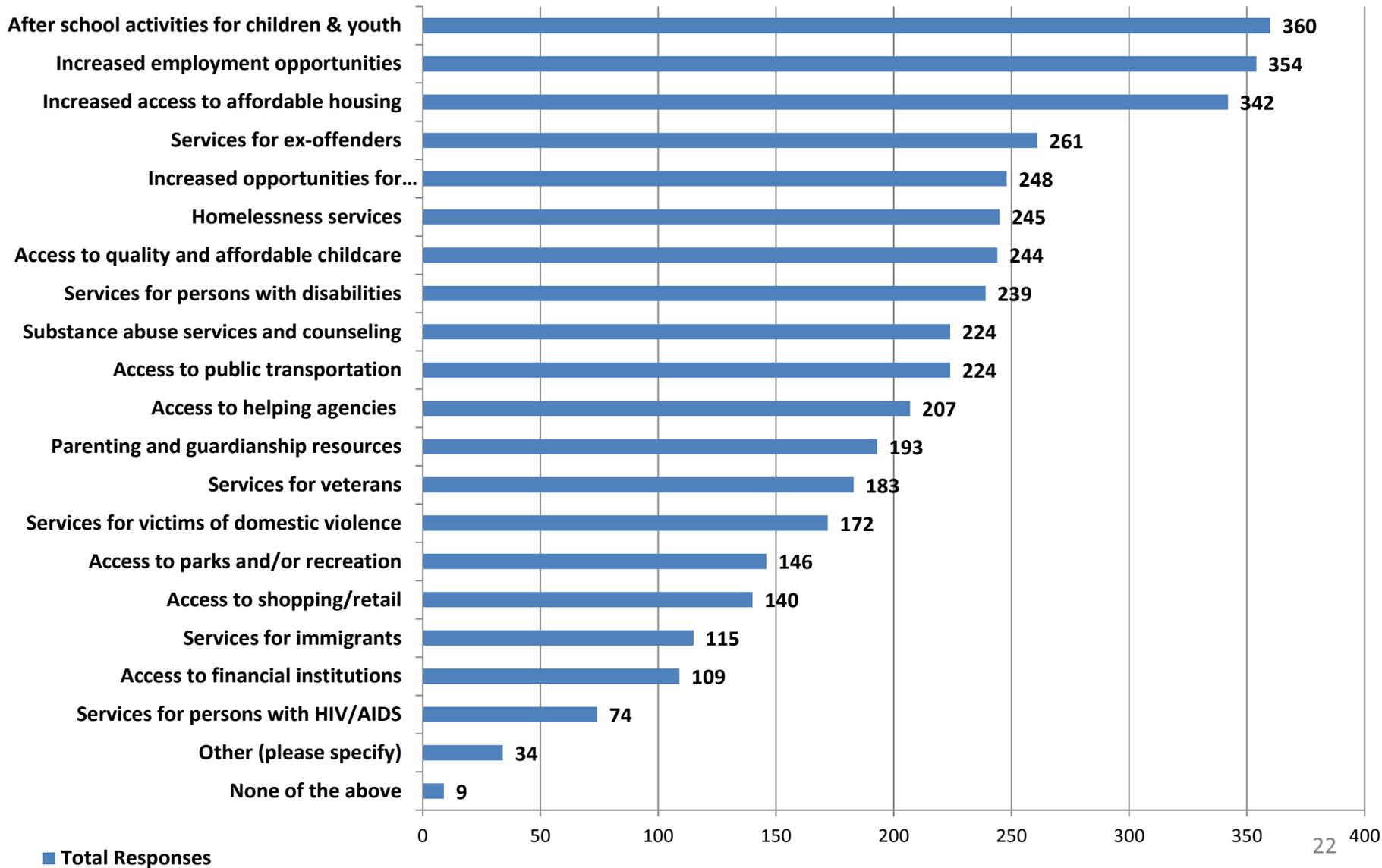


■ Total Responses

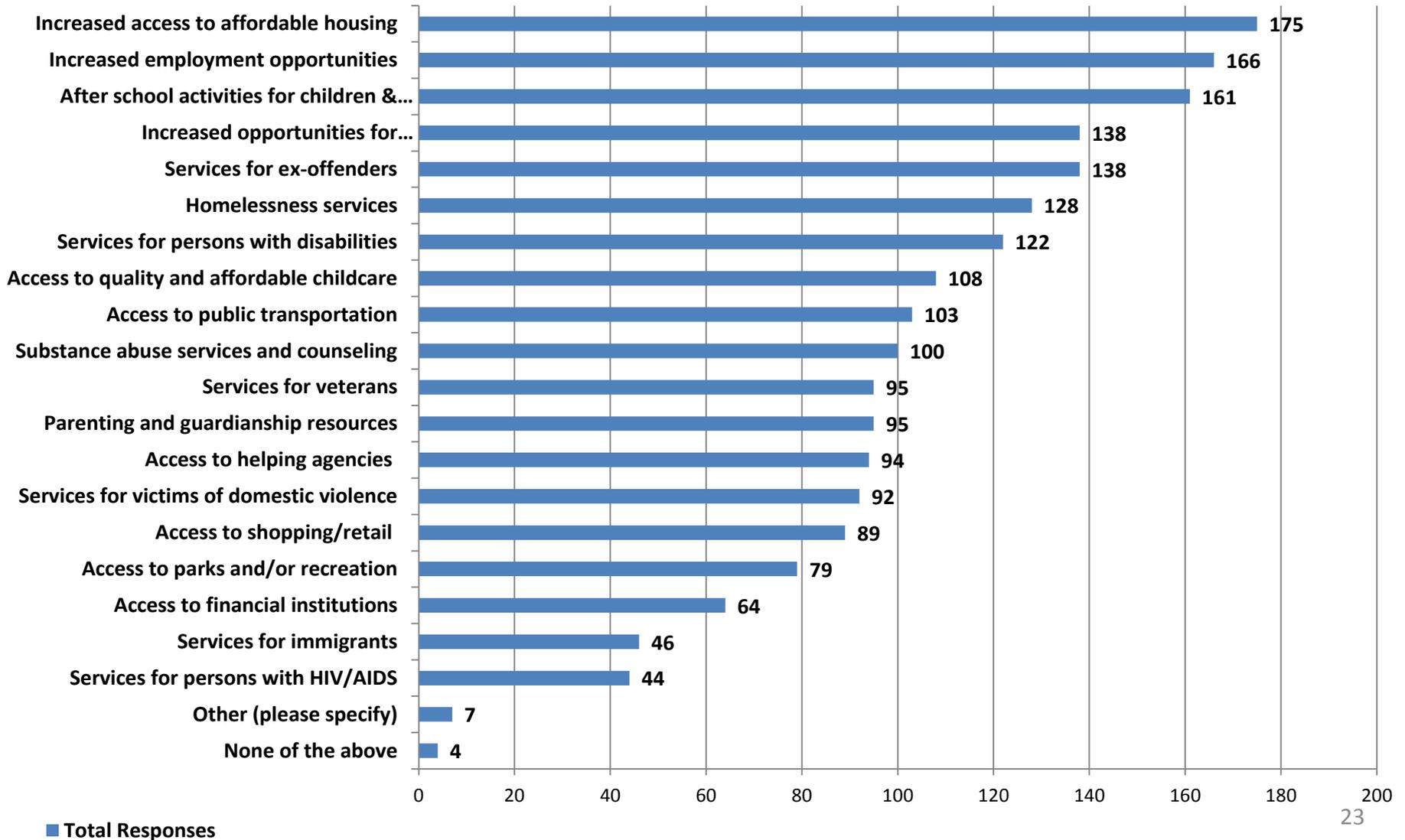
# What would help you and the people living in your neighborhood have a better quality of life?

- The top three conditions/services identified to improve the quality of life in neighborhoods were:
  - **After school activities for children & youth**
  - **Increased employment opportunities**
  - **Increased access to affordable housing**
- When filtering the responses to the question to include only those with low-incomes, the top three categories were:
  - **Increased access to affordable housing**
  - **Increased employment opportunities**
  - **After school activities for children & youth**

# What would help you and the people living in your neighborhood have a better quality of life?



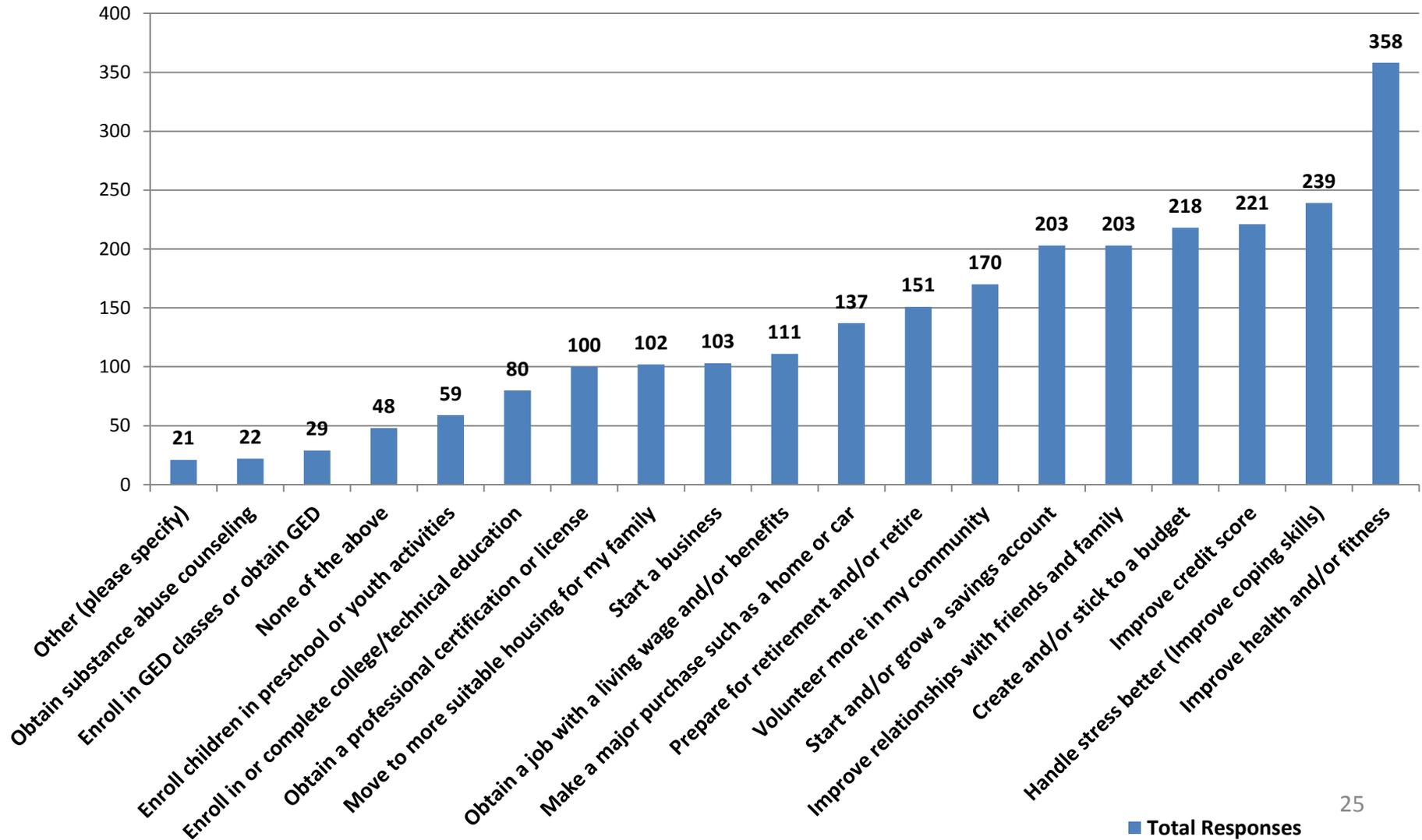
# What would help you and the people living in your neighborhood have a better quality of life? (Low-Income)



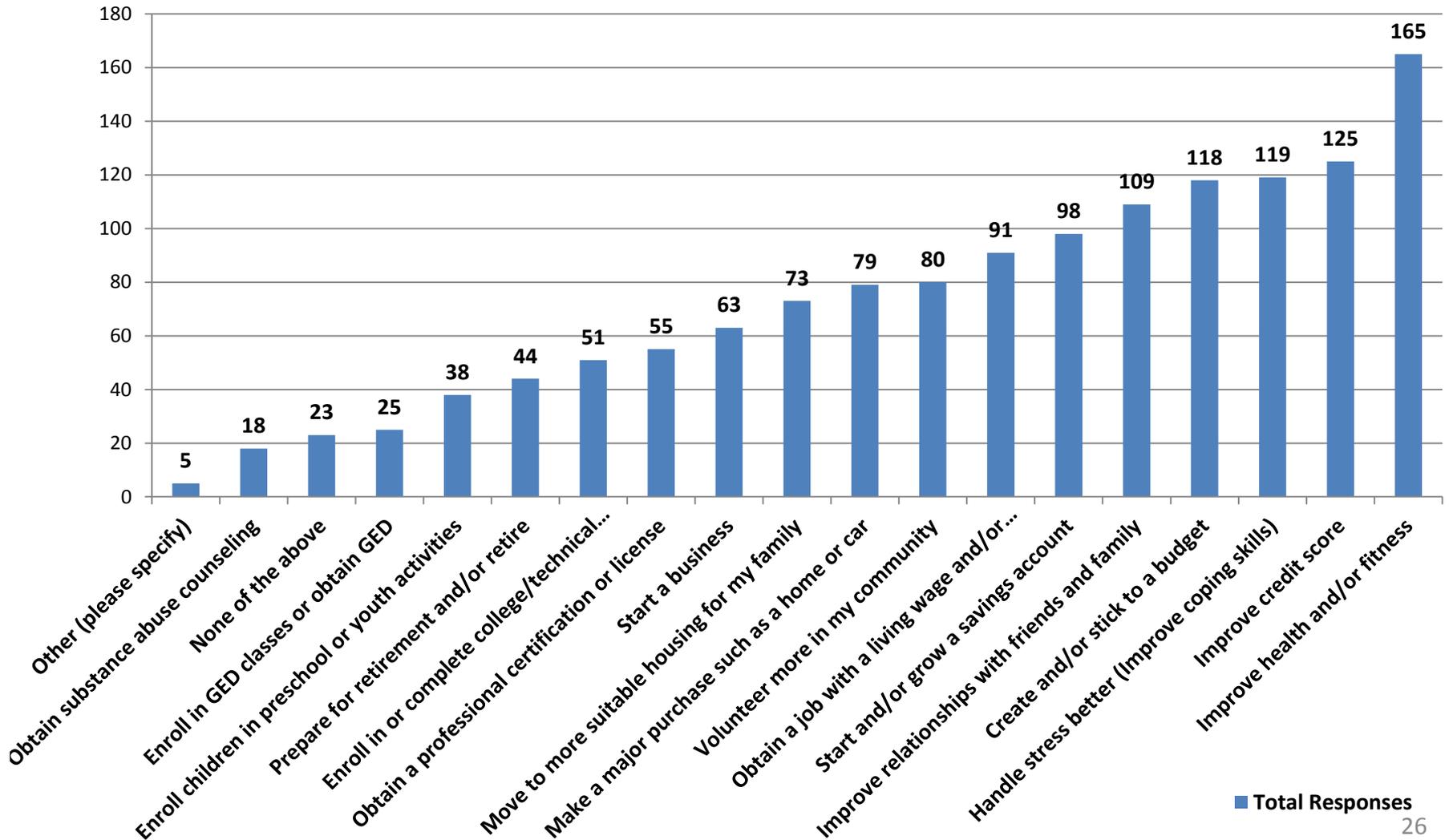
# Personal and Professional Goals

- When asked what personal and professional goals respondents hope to achieve in the next year, the top three responses were:
  - **Improve health and/or fitness**
  - **Handle stress better (improve coping skills)**
  - **Improve credit score**
    - Complete and/or stick to a budget was a close fourth
- When filtering the responses to the question to include only those with low-incomes, the top three responses were:
  - **Improve health and fitness**
  - **Improve credit score**
  - **Handle stress better (improve coping skills)**
    - Complete and/or stick to a budget was a close fourth

# What personal or professional goals do you hope to accomplish in the next year?



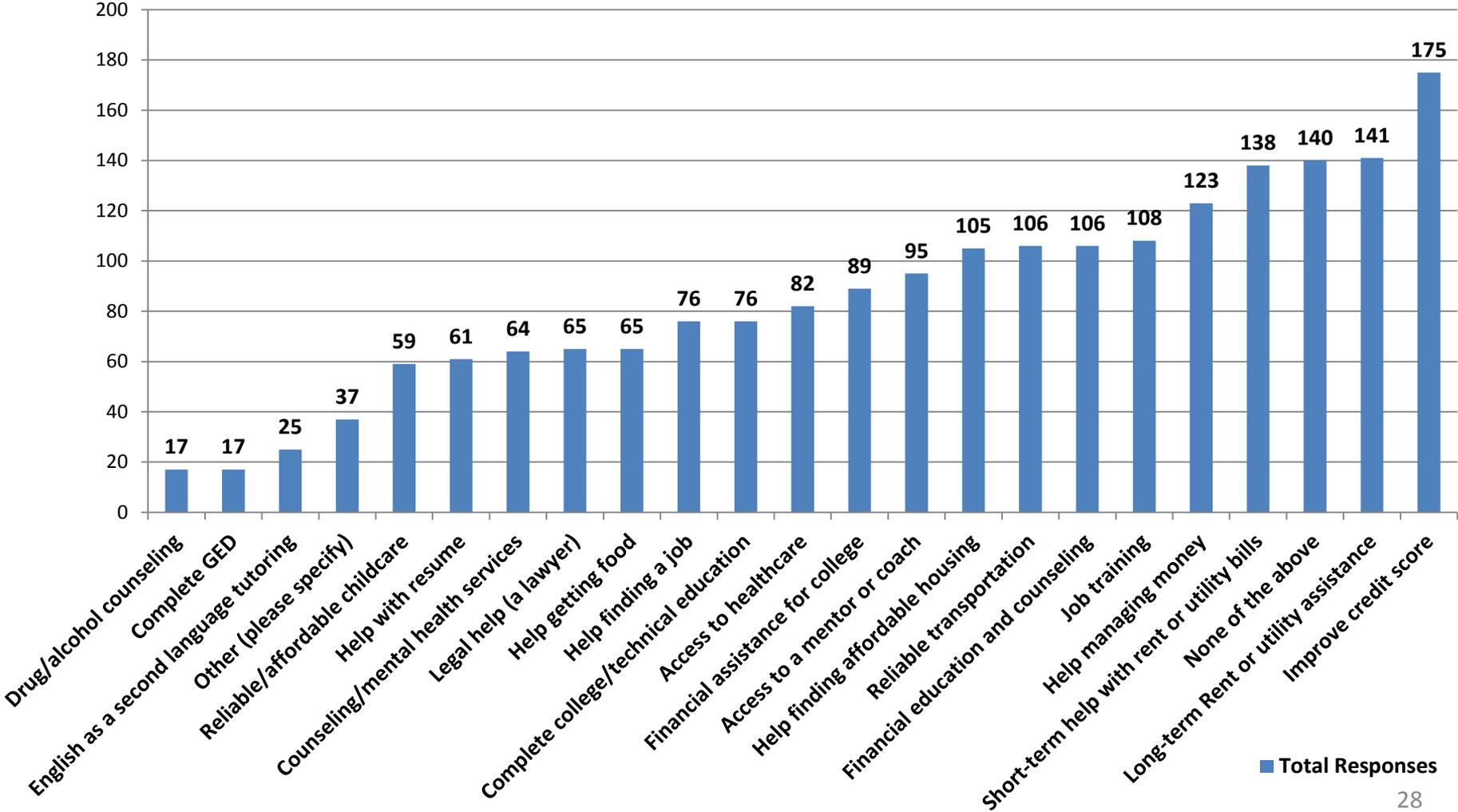
# What personal or professional goals do you hope to accomplish in the next year? (Low-income)



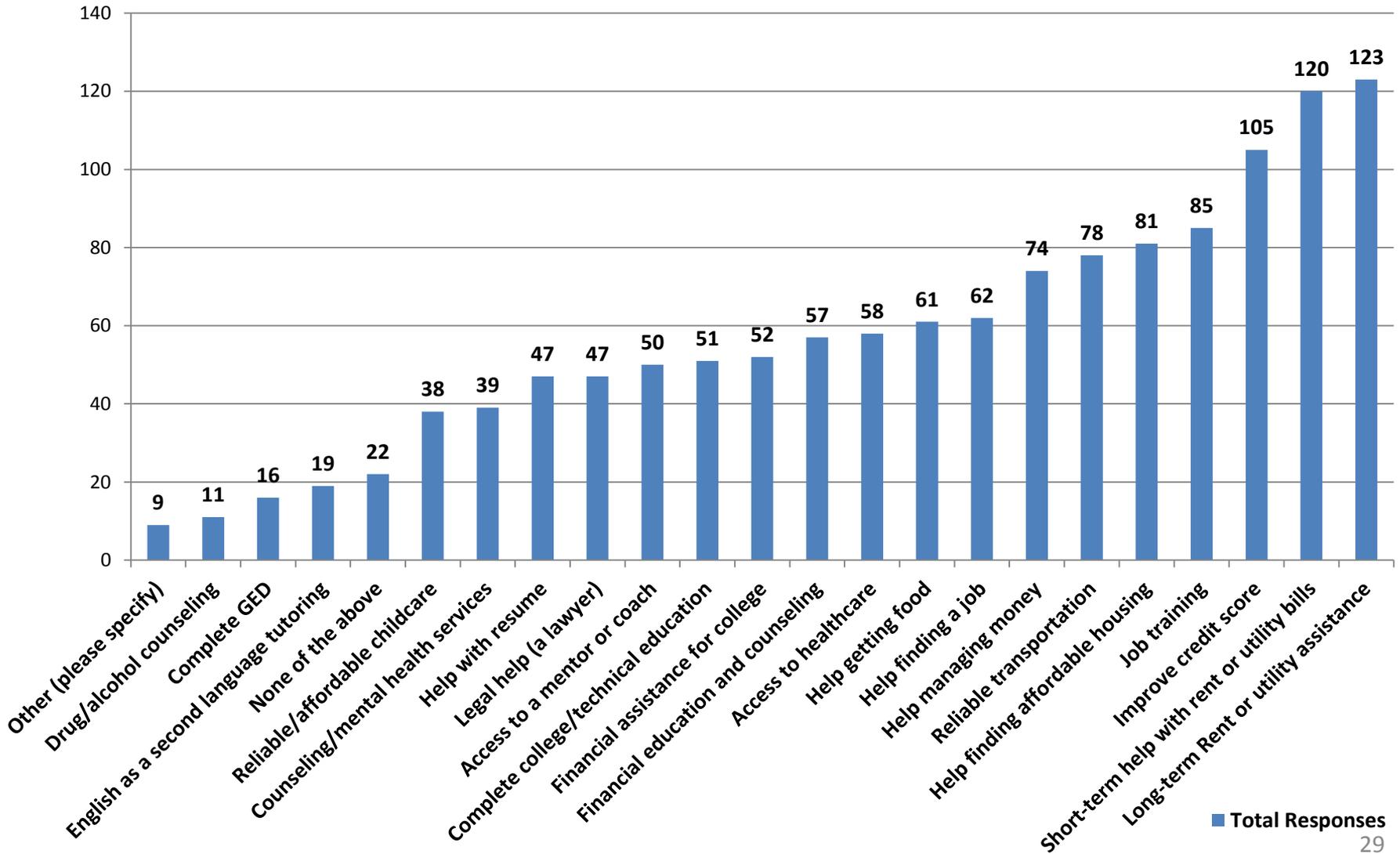
# Personal/Professional Goal Supports

- When asked what would help the respondent to reach his or her personal and professional goals, the top three responses were:
  - **Improve credit score**
  - **Long-term rent or utility assistance**
  - **None of the above**
    - **Short-term rental or utility assistance was a close fourth**
- When filtering the responses to the question to include only those with low-incomes, the top three responses were:
  - **Long-term rent or utility assistance**
  - **Short-term rent or utility assistance**
  - **Improve credit score**

# What do you feel may help you to reach your personal and/or professional goals?

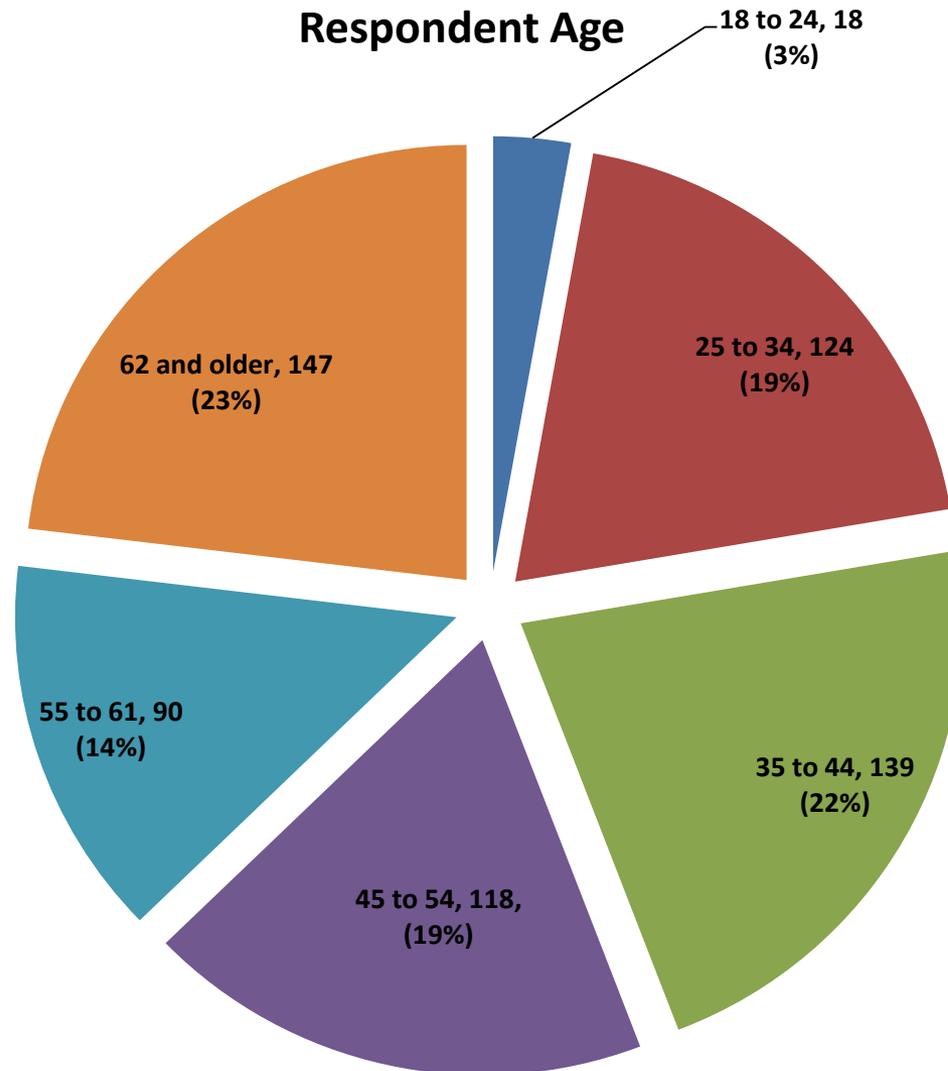


# What do you feel may help you to reach your personal and/or professional goals? (Low-income)



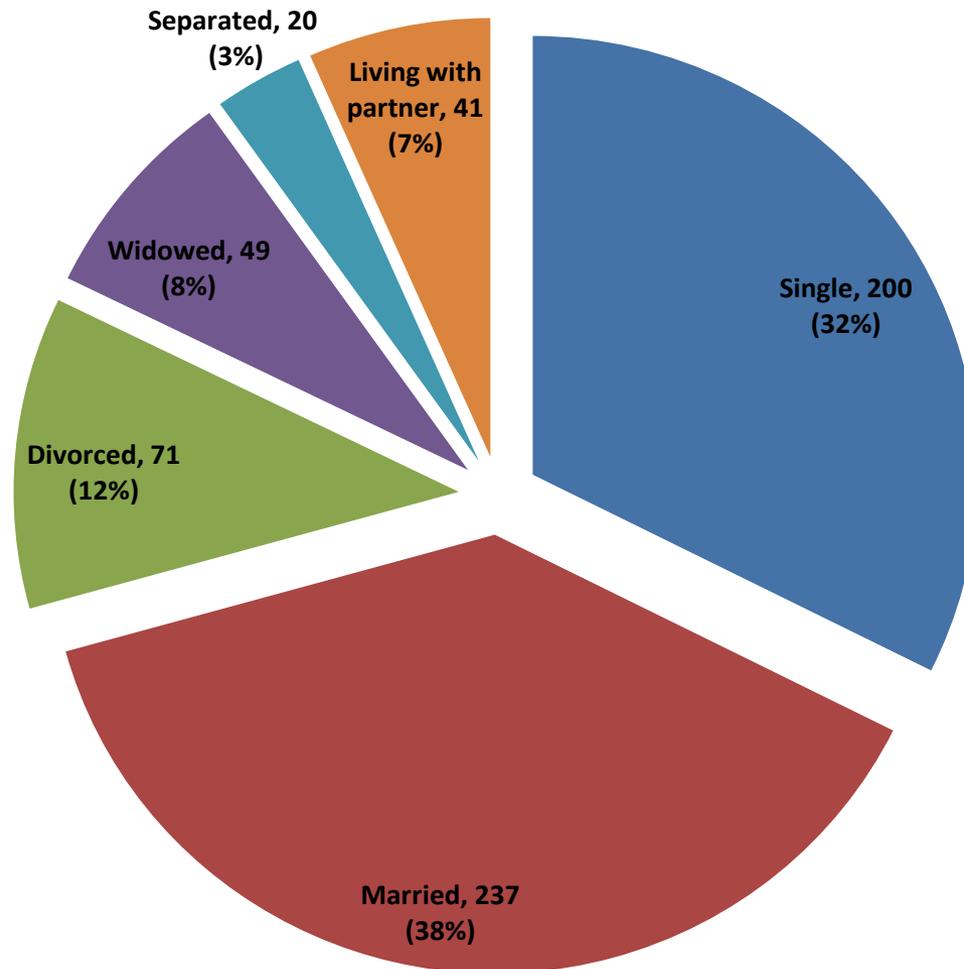
■ Total Responses

# Respondent Demographics

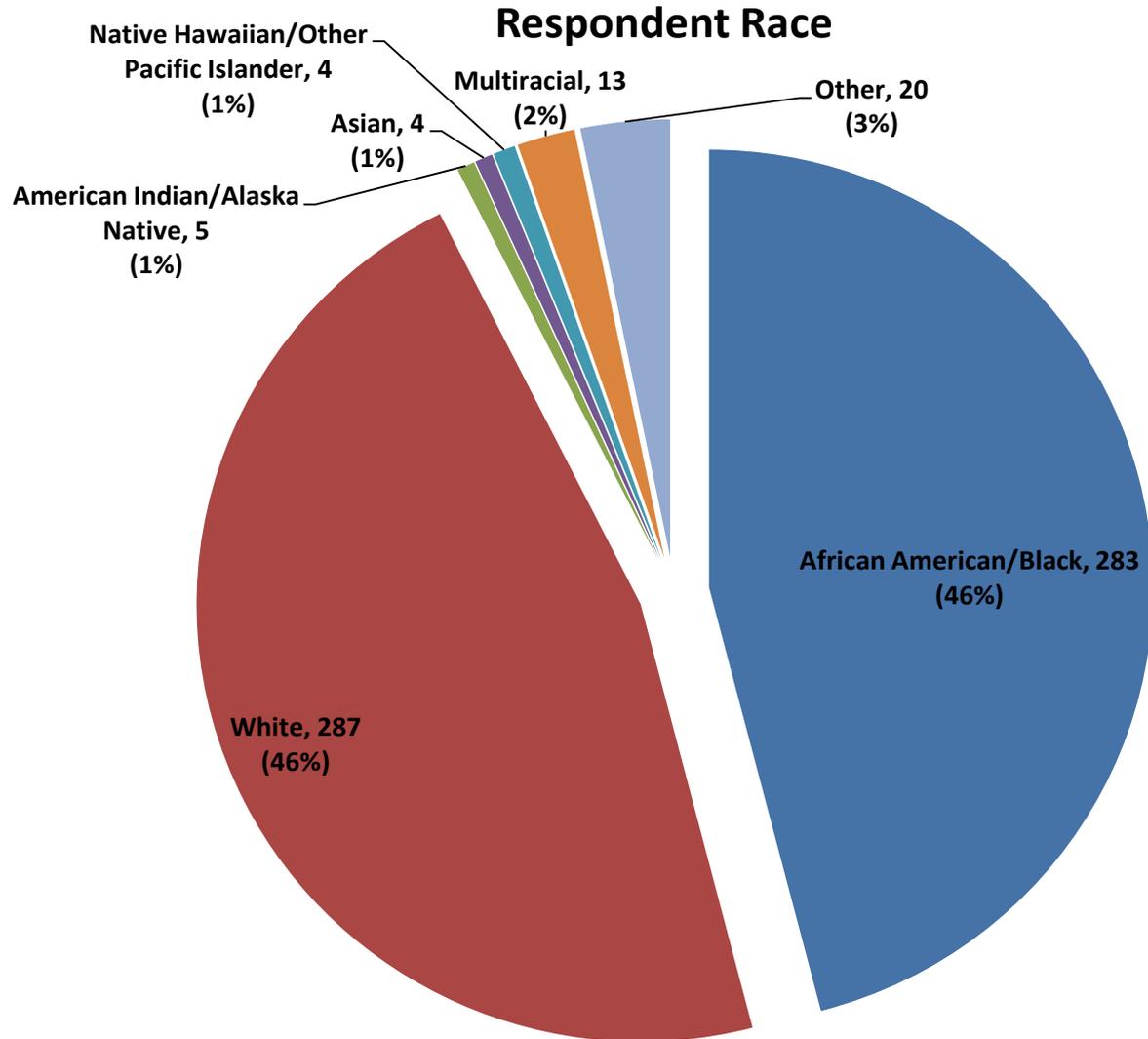


# Respondent Demographics

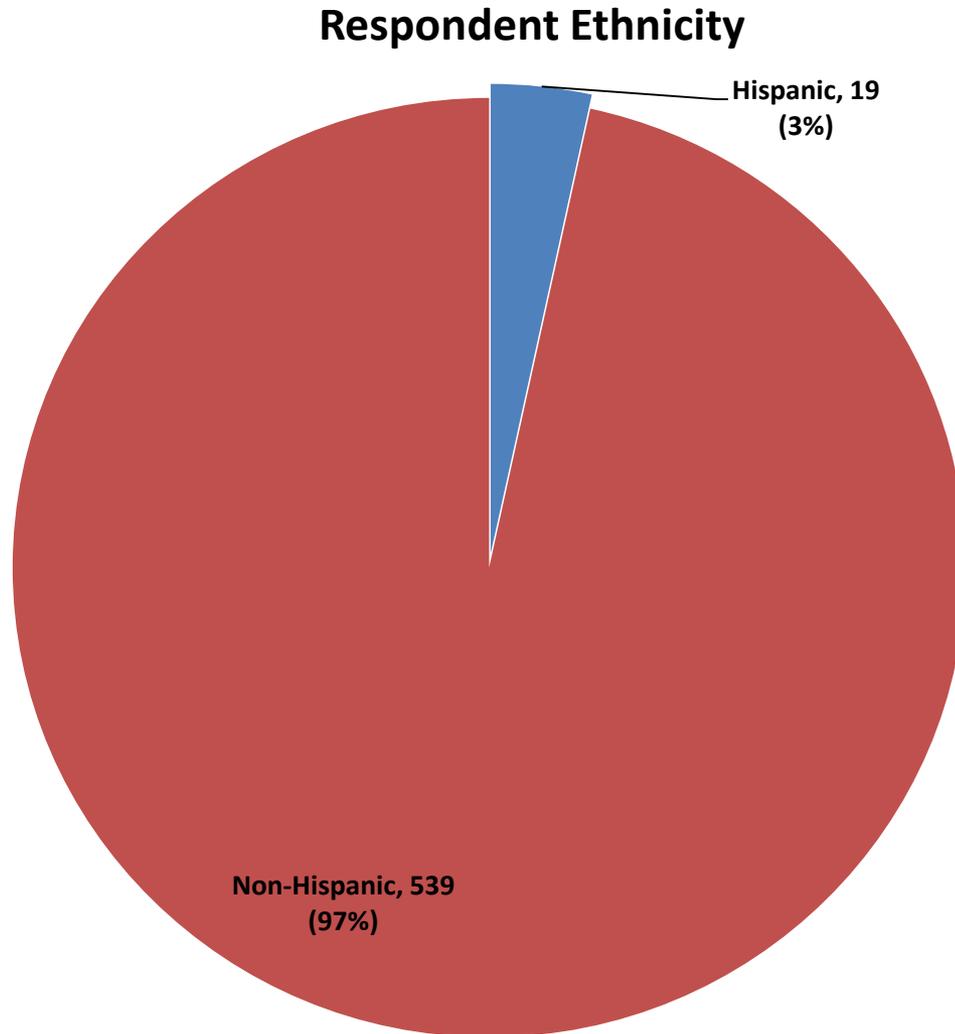
## Respondent Marital Status



# Respondent Demographics

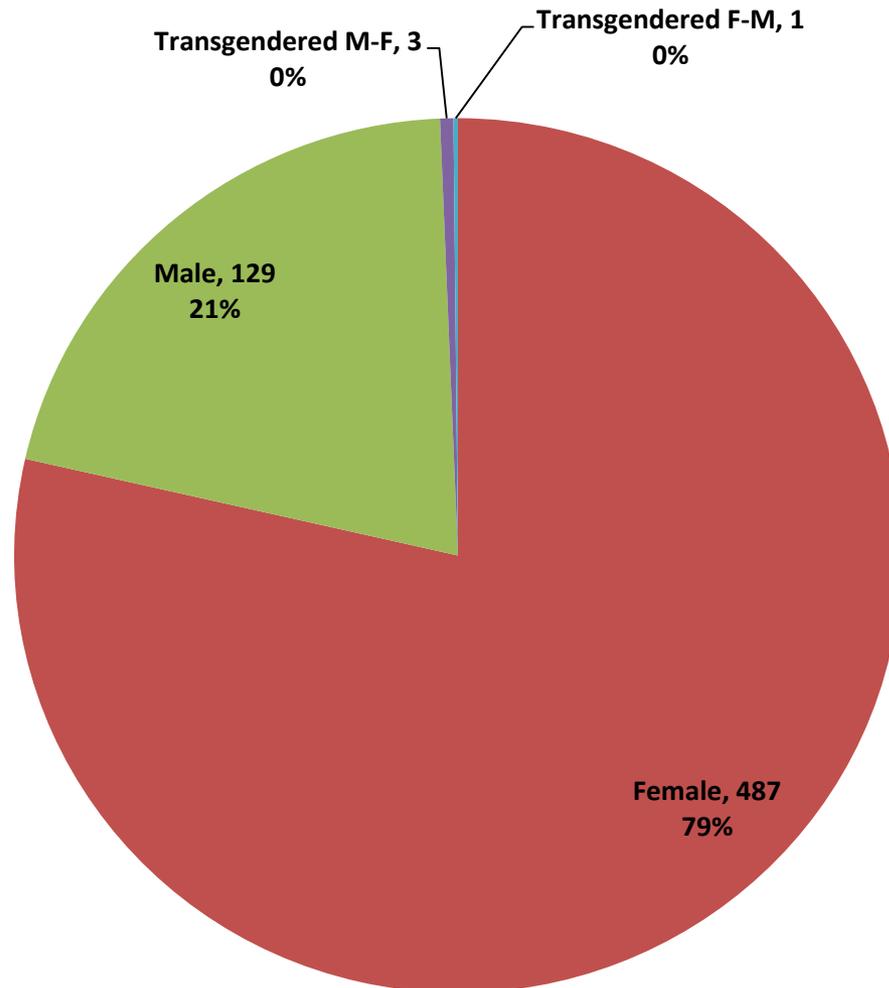


# Respondent Demographics



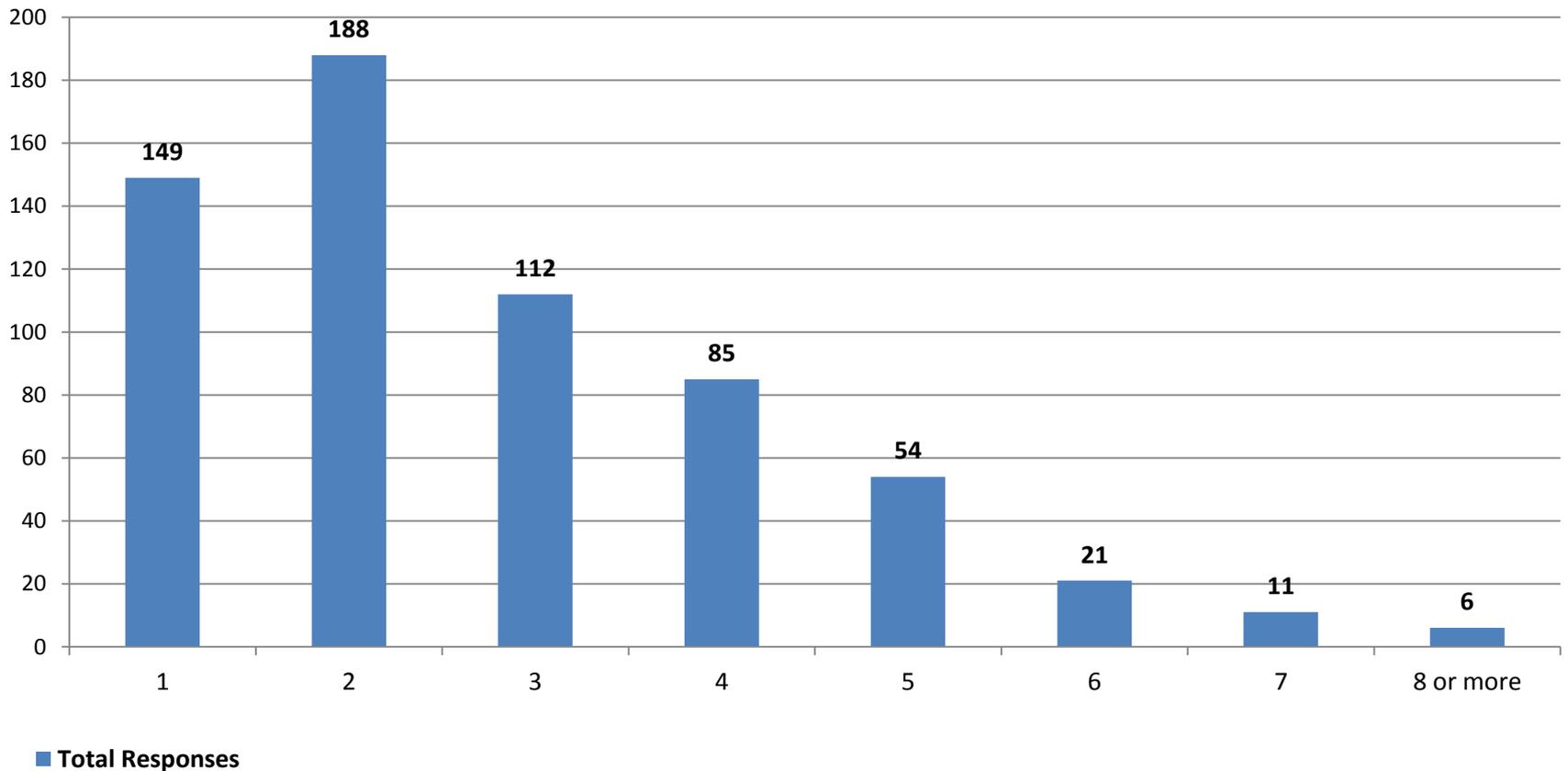
# Respondent Demographics

## Respondent Gender



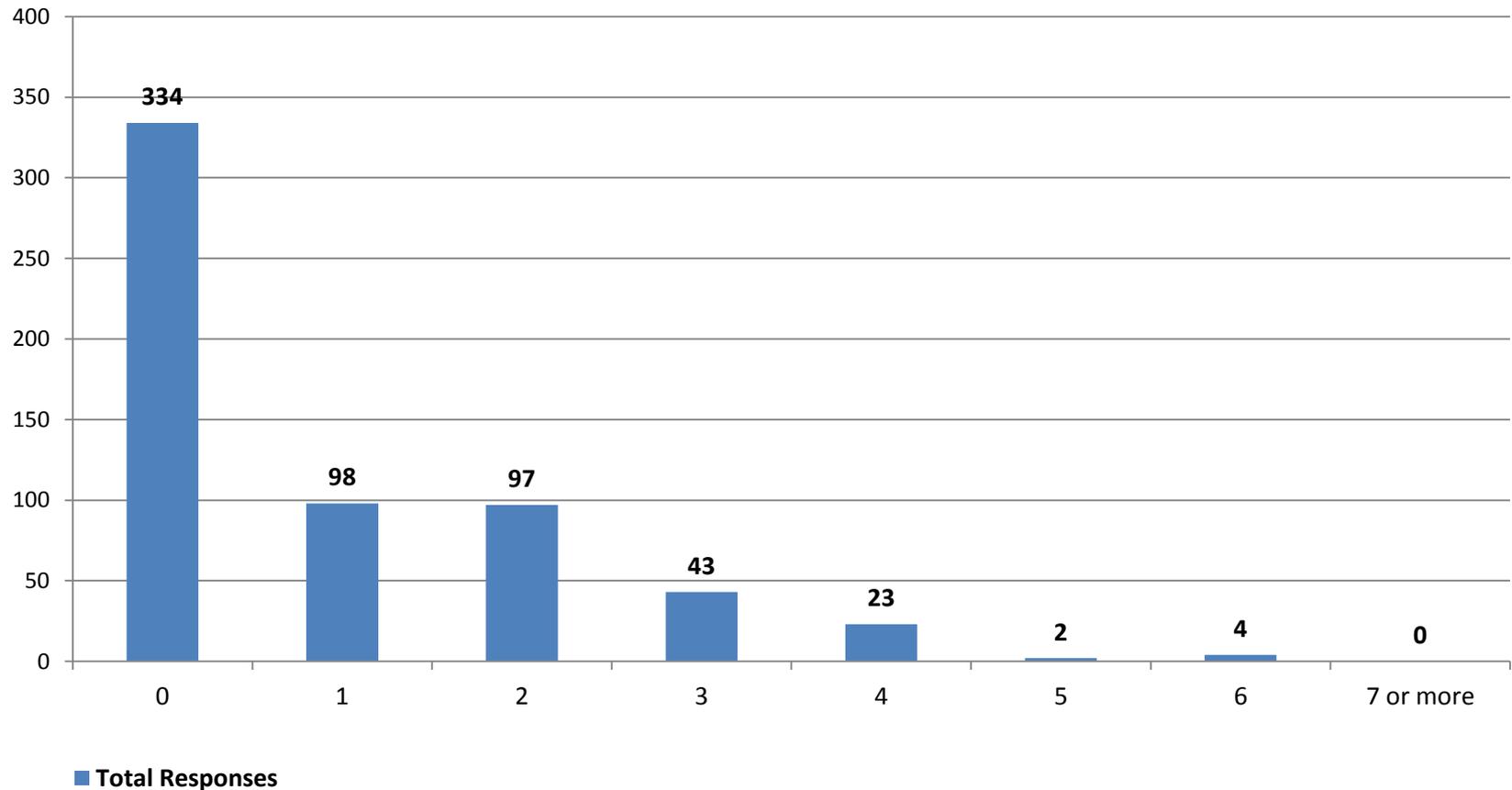
# Respondent Demographics

## Respondent Household Size

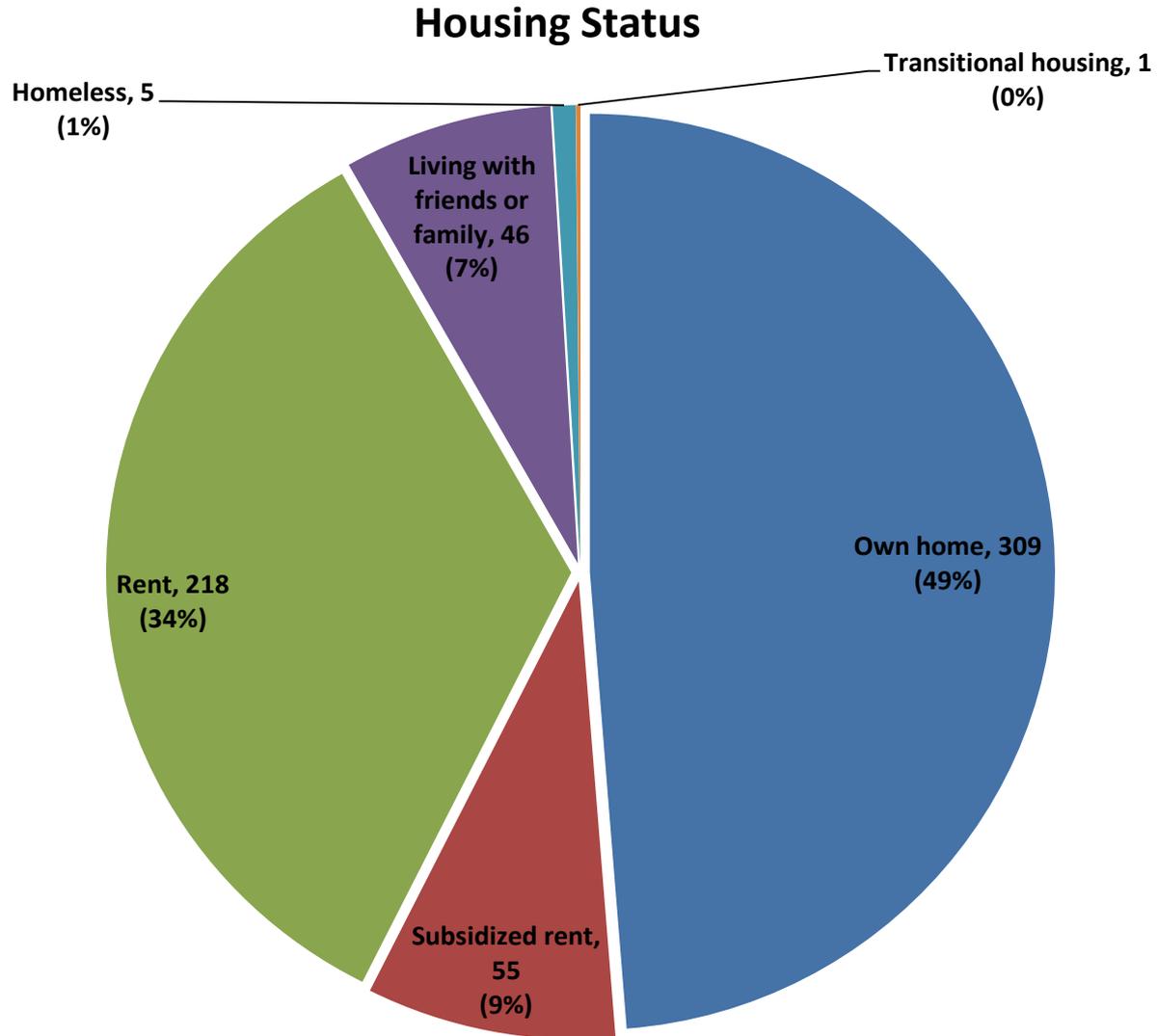


# Respondent Demographics

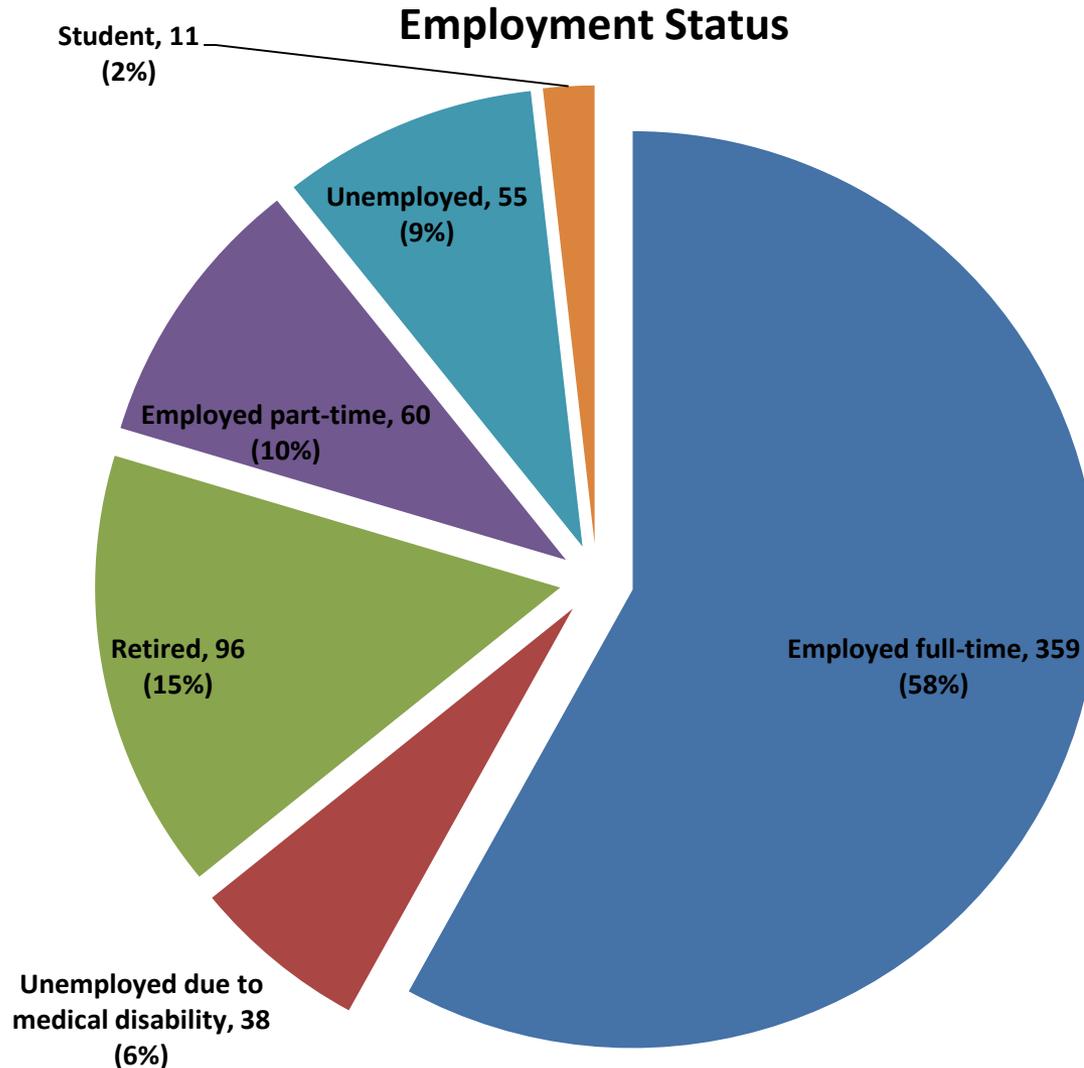
## Number of children in household



# Respondent Demographics

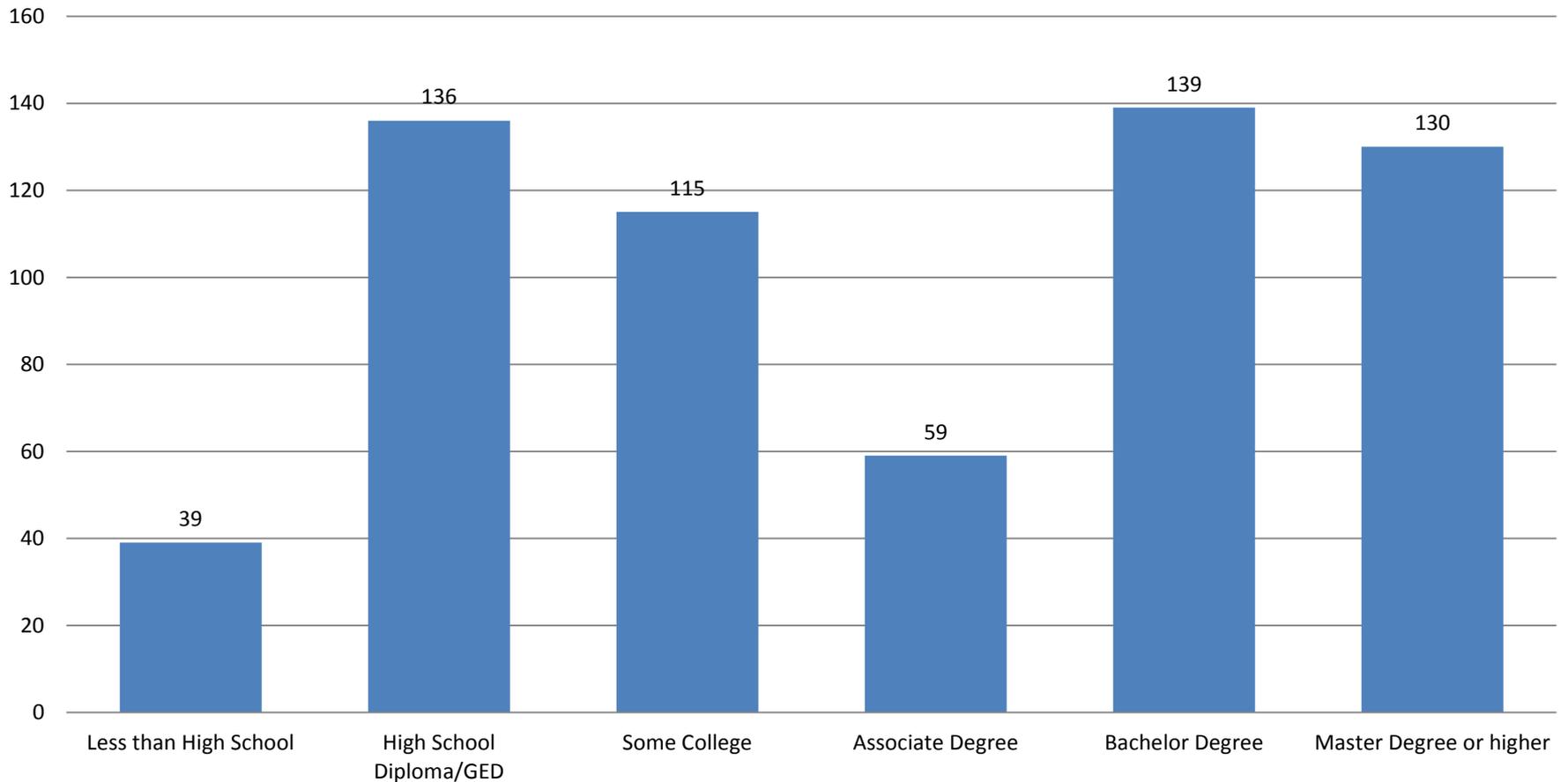


# Respondent Demographics



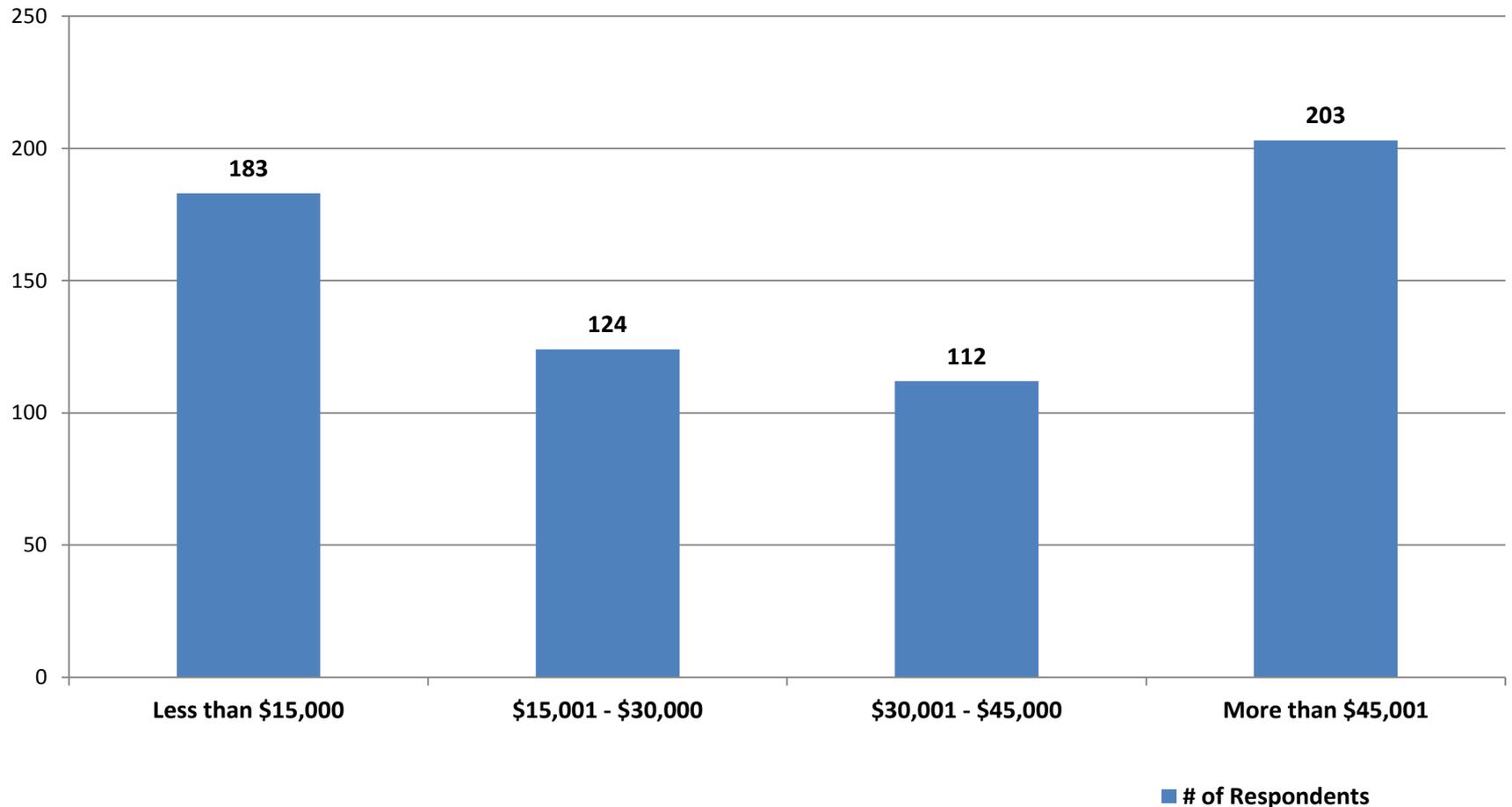
# Respondent Demographics

## Highest Level of Education Completed



# Respondent Demographics

## Household income of respondents



# Text Analysis Summary

- Outreach and communication, financial assistance, and youth/childcare services are working well.
- Program design and management, youth services, outreach and engagement, and resource allocation are not working.
- LMCS should strengthen the department by improving outreach, communication and engagement efforts, strengthen youth and child services, and re-examine program policies and delivery.
- LMCS should focus on the community, provide client services, make improvements to the department, and partner and collaborate as it moves forward.

# Summary

# The Community Wants...

- LMCS to develop holistic self-sufficiency programming that prepares clients for long-term financial success
- LMCS to address priority areas of housing and homelessness, youth, employment, and health
- LMCS to improve access to and delivery of its services, communicate, and allocate resources in a responsible way

# Agency Data

# Mission and Vision

- The Mission of Louisville Metro Department of Community Services is to improve the quality of life for all residents and reduce poverty.
- Our Vision is to be the leader in providing services that move individuals and families to self-sufficiency.

# Client Profile

- Section G Report

# Category Ranking

# CSBG Service Categories

- Employment
- Education
- Income Management
- Housing
- Emergency Services
- Nutrition
- Linkages
- Self-Sufficiency
- Health

# Needs/Resources/Programs/ Strategy

# Needs/Resources/Programs

| Need                         | Resources                                                                                                                                                                                                                                                                                                                                                                                                                                          | Gaps                                                                                              | Department Programs                                                                                    | Strategy                                                                                                                                                                                 |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Housing/Homlessness Programs | CoC; Kentucky Housing Corporation; Louisville Metro Housing Authority (LMHA); The Housing Partnership, Inc.; New Directions Housing Corporation; River City Housing; Louisville Urban League; The Society of St. Vincent de Paul; House of Ruth; Wayside Christian Mission; Salvation Army; Volunteers of America; Family Scholar House; the Center for Women and Families; YMCA; St. John Center; Family and Children’s Place; Develop Louisville | Louisville Metro lacks affordable housing; paying rent does not solve affordable housing shortage | Long-Term Housing Programs, Neighborhood Place, LIHEAP, CSBG Housing , External Agency Fund            | <b>Integrate housing supports into CSBG programing; generate referrals when appropriate;</b> Fund external agencies to provide direct services                                           |
| Youth Services               | 3Cs, Louisville Metro Parks, YMCA, JCPS, Big Brothers/Big Sisters; Neighborhood House;                                                                                                                                                                                                                                                                                                                                                             | 3Cs income limits; limited choice of programs for youth with low-incomes;                         | Office for Youth Development, CSBG Youth Enrichment Scholarships, CSBG Childcare, External Agency Fund | <b>Continue CSBG Youth Enrichment and Childcare scholarships; Develop referral relationships; work closer with 3Cs to lower costs;</b> Fund external agencies to provide direct services |

# Needs/Resources/Programs

| Need                                | Resources                                                                                                                                                                           | Gaps                                                                              | Department Programs                                                                                 | Strategy                                                                                                                                                                                                                                               |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Services for Vulnerable Populations | Center for Accessible Living, KIPDA, AARP                                                                                                                                           | Financial assistance for vulnerable populations                                   | Senior Nutrition, Office of Aging and Disabled Citizens, Long-Term Housing Programs                 | <p><b>Continue CSBG support of Senior Nutrition Transportation program; identify referral partners and build relationships;</b></p> <p>Fund external agencies to provide direct services</p>                                                           |
| Personal Finances                   | Apprisen; Louisville Urban League; Louisville Asset Building Coalition;                                                                                                             |                                                                                   | Bank On Louisville, Financial Empowerment Center, WATER Project, CSBG Dave Ramsey, CSBG Finance 4 U | <p><b>Integrate financial empowerment services into case management where appropriate;</b></p> <p><b>Continue Finance 4 and Dave Ramsey programs;</b></p> <p><b>Expand WATER project;</b></p> <p>Fund external agencies to provide direct services</p> |
| Employment Services                 | JCPS Workforce Services, Kentucky Office for Employment and Training, KentuckianaWorks, Louisville Urban League, Jewish Family & Vocational Services, Dress for Success, New Legacy | Job training for those unable to pass a TABE test; Work supports for ex-offenders | Neighborhood Place, CSBG Workforce Development                                                      | <p><b>Provide Workforce Development supports;</b></p> <p><b>develop referral networks of both training providers and employers; Support higher education</b></p>                                                                                       |

# Needs/Resources/Programs

| Need                     | Resources                                                                                                          | Gaps | Department Programs                  | Strategy                                                                                                                                       |
|--------------------------|--------------------------------------------------------------------------------------------------------------------|------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Health/Physical Wellness | Louisville Metro Public Health and Wellness;<br>Family Health Centers;<br>YMCA; MCOs (Passport);<br>Area hospitals |      | Senior Nutrition, Neighborhood Place | <b>Review specific needs of clients, develop partnerships, develop referral networks to address health needs</b>                               |
| Coping/Stress Management | Family Health Centers;<br>Seven Counties Services                                                                  |      | Safe and Healthy Neighborhoods       | <b>Integrate stress management/coping skills into case management where appropriate; Train staff in needed areas; Develop referral network</b> |

# Current CSBG Strategy

- CSBG Strategy: Provide holistic services focused on improving the education and employment of households to increase self-sufficiency
  - Does strategy line up with needs?

# Current CSBG Programs/Funding

- **Comprehensive Family Case Management**
  - Workforce Development and Job Training (*\$100,000*)
  - Preschool Scholarship (*\$130,000*)
  - College Scholarship (*\$110,000*)
  - Chafee/Project LIFE
  - Income Management (*\$2,000*)
- **Supportive Services**
  - Rental/utility assistance (*\$85,000*)
  - Youth Enrichment Scholarship (*\$42,500*)
  - Transportation assistance (*\$35,000*)
  - Childcare assistance (*\$42,500*)
  - Barrier Fund (*\$5,700*)
  - Emergency Assistance (*\$5,000*)
- **Other Programs**
  - Standard Assessment
  - Senior Transportation (*\$40,000*)

# Programs

- Do programs match identified needs?
- How should funding levels change?

# Anticipated CSBG Strategies

- Service delivery within Neighborhood Place
  - Integration within continuum of CS
- Cross Functional
- Identifying and developing relationships with partners to address needs better suited for other agencies (such as health)