



**LOUISVILLE METRO COMMUNITY ACTION PARTNERSHIP**

**Department of Community Services and Revitalization**

**Louisville Metro Government**

**COMMUNITY SERVICES BLOCK GRANT**

**2014 - 2015 PLAN**



DEPARTMENT OF  
**COMMUNITY SERVICES  
AND REVITALIZATION**

## Contents

1)	Introduction to Agency .....	5
a)	Louisville Metro Community Action Partnership/Community Services and Revitalization .....	5
b)	Agency contact information.....	7
c)	Geographical Area.....	8
d)	Audit Assurance.....	13
e)	Compliance Assurance, 45 CFR Part 74.....	13
2)	Community Needs Assessment.....	14
a)	Community Needs Process .....	14
b)	Community Collaboration .....	29
c)	Community Strengths, Needs and Services .....	29
i.)	Services having measurable impact and potentially major impact on causes of poverty .....	30
ii.)	Existing and Continuing Community Services to Assist Low-Income Individuals	30
1)	Employment.....	31
2)	Education .....	31
3)	Financial Literacy, Education and Empowerment.....	32
4)	Housing and Homelessness Prevention .....	34
5)	Emergency Services.....	34
6)	Nutrition.....	35
7)	Community and Civic Participation.....	36
8)	Long-Term Self-Sufficiency Programs.....	37
9)	Emergency Health Services .....	37
iii.)	Linkages between Government and Other Social Programs .....	38

iv.) Private Sector Activities to Alleviate Poverty .....	39
v.) Economic Development Activities to Assist Low-Income Individuals.....	40
vi.) Compliance with Equal Opportunity Legislation .....	41
d. Prioritized Services Funded by CSBG.....	42
Prioritizing Services.....	42
Central Intake.....	44
Shawnee Neighborhood Revitalization Strategy Area.....	44
Comprehensive Family Case Management.....	45
Employment.....	46
Education .....	45
Housing.....	50
Self-Sufficiency.....	51
Income Management.....	53
Nutrition.....	55
Emergency.....	56
e. Logic Models .....	56
f. CSBG Allocation of Funds Based on Prioritized Services.....	56
g. Commonwealth of Kentucky Laws and Mandates.....	57
h. Services Provided Administered by KY in Other Agencies.....	57
i. Service Coordination and Non-Duplication.....	57
i. Sharing Necessary Information.....	57
ii. Activities the agency jointly pursues .....	58
iii. Coordination with DCBS.....	58
j. Services for Low-Income Youth.....	59

- k. Services for Coordination and Linkages..... 59
- 3) Community Needs Assessment..... 61
  - a. Attachment A ..... 62
  - b. Strategic Plan ..... 63
  - c. Customer Satisfaction Survey..... 64
- 4) Agency Budget..... 63
  - a. Line Item Budget for CSBG (Attachment B1) ..... 64
  - b. Local In-Kind Match Certification (Attachment B2) ..... 65
  - c. Budget Narrative..... 66
  - d. Percentage of Staff Time ..... 70
- 5) Board (Attachment C)..... 70
  - Vacancy Update ..... 72
- 6) Board Meeting Schedule.....73
- 7) Tripartite Board Bylaws.....74
- 8) Logic Models
- 9) Affirmative Action Plan
- 10) ROMA Outcomes of Efforts SFY2014
- 11) DCBS Agreement
- 12) Public Review
- 13) Indirect Cost Allocation Plan

## **1. Introduction to Agency**

### **a. Louisville Metro Community Action Partnership/Community Services and Revitalization**

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

In recent years, LMCAP has become integrated into the Louisville Metro Department of Community Services and Revitalization. The Department of Community Services and Revitalization (CSR) is charged by legislation to reduce poverty, revitalize neighborhoods, empower low income persons and holds a vision “to improve the lives of all the citizens of Louisville.” The mission of the Department of Community Services and Revitalization is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. CSR is composed of four divisions: Community Services, Revitalization, Financial Empowerment and economic Development (FEeD), and Research, Planning and Compliance.

The Community Services division of CSR encompasses all client-based services which include Neighborhood Place (a “one-stop shop” for social services), Self-Sufficiency Services, Outreach and Advocacy, and Home Repair Services. The Revitalization division addresses all revitalization and affordable housing development activities including land use and development projects. The FEeD division works to increase financial capability for families and individuals, promote and support microbusiness development, and build community capacity to integrate financial empowerment and asset-building across the service continuum. The Research, Planning and Compliance division is responsible for overall planning, program policy development, and ensures compliance and success with all grants within the department.

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

CSR recently developed a 6-year strategic plan (covering years 2013 to 2019) to provide clear departmental priorities in line with the priorities of Louisville Metro Government Mayor, Greg Fischer. CSR's strategic plan objectives include the following:

- *Working with local citizens and agencies to strengthen families and neighborhoods.*
- *Helping those in need.*
- *Improving service delivery to customers-helping people faster and easier.*
- *Improving communication to our citizens what services are available and what help CSR can provide.*
- *Communicating with local agencies and business as to how to work together to improve the community.*

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

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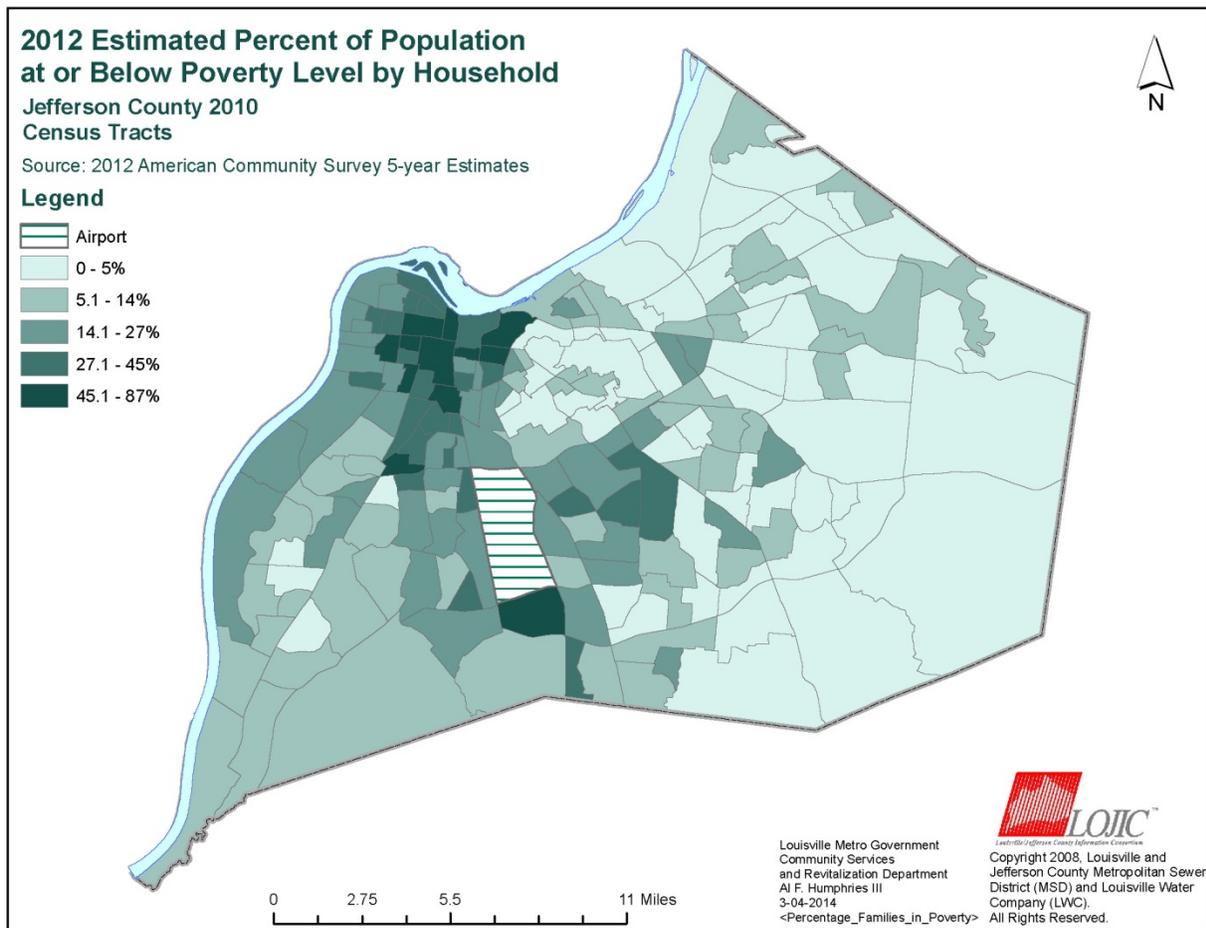
### **c. Louisville Metropolitan Geographical Area**

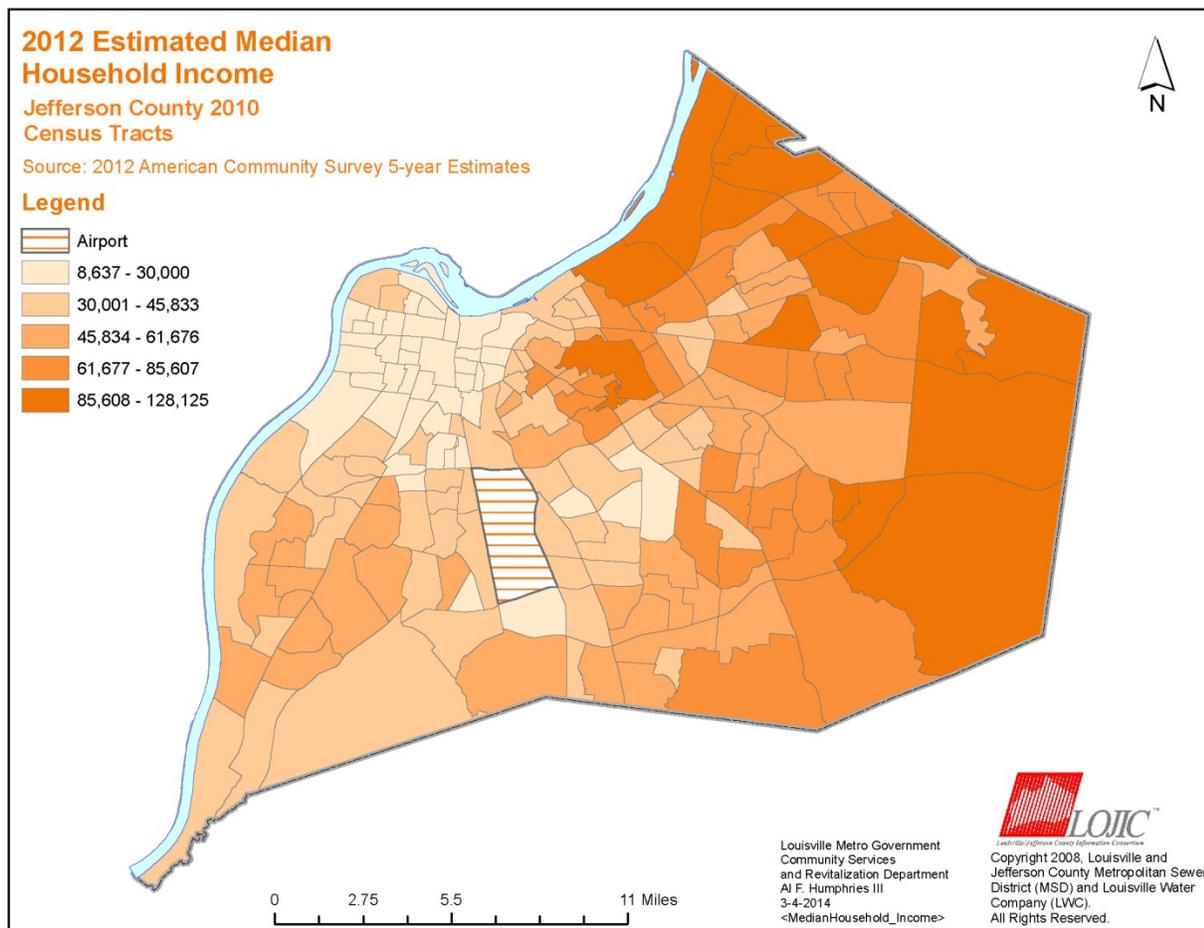
The area of service for CSR encompasses all of Louisville Metropolitan/Jefferson County, Kentucky, which includes urban and suburban service districts. Louisville has an Urban Service District that is the north-central portion of the city with a northern boundary of the Ohio River and a southern boundary 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 vary density with an economically and ethnically diverse population.

The current population of Louisville metropolitan area is 741,285. The metropolitan geography is an urban terrain with modern infrastructures, such as roadways, highways, water and sewer systems, schools, public transit, and suburban areas. Below are some recent statistics that indicate the current prevalence and relevance of poverty related issues in Jefferson County:

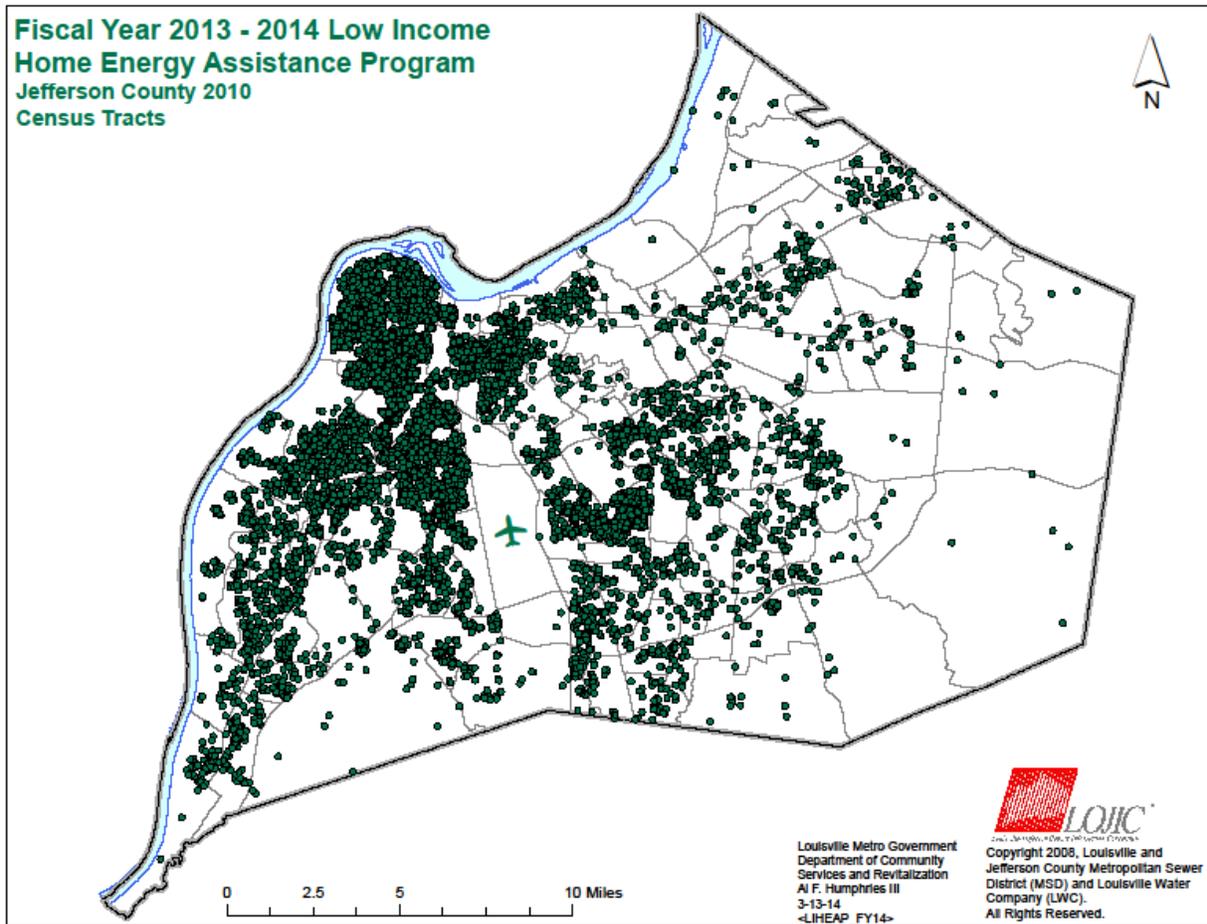
- *18.2% of the total population, or approximately 134,160 persons, are living in poverty (Small Area Income and Poverty Estimates, U.S. Census Bureau, 2013)*
- *Poverty increased 7.7% between 2000 and 2012 in Jefferson County, compared to a national increase of 4.6% (Small Area Income and Poverty Estimates, U.S. Census Bureau, 2012)*
- *The childhood poverty rate change for Jefferson County increased by 10.1%, compared to a national average of 6.4% for the period of 2000-2012 (Small Area Income and Poverty Estimates, U.S. Census Bureau, 2012)*
- *The child (ages 0-17) poverty rate in Jefferson County is a staggering 24.8% compared to a national average of 20.8% (Small Area Income and Poverty Estimates, U.S. Census Bureau, 2012).*
- *Based on the most recent unemployment data from November 2013, Jefferson County has an unemployment rate of 7.6% compared to a national rate of 6.6% (U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics, January 7, 2014.)*

While CSR 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, vacant and abandoned properties, food deserts, urban sprawl, 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 seek and receive a substantial portion of the agency’s services. The following maps indicate the distribution of poverty across the county and easily identify areas of high concentration.

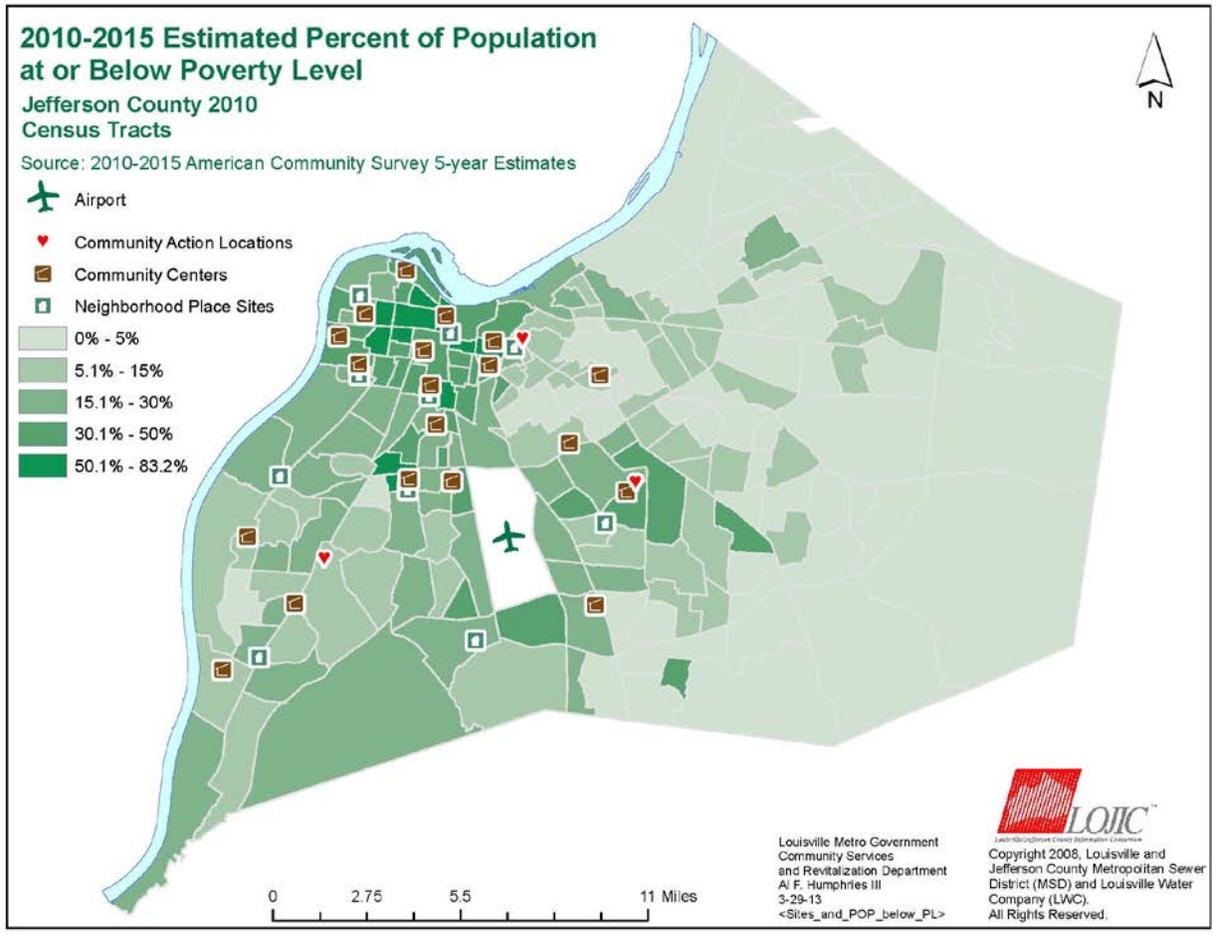




The map below provides a visual representation of the concentration of LIHEAP beneficiaries in the northwestern, central, and southwestern areas of the county where poverty is most prevalent.



The comprehensive structure of CSR allows programing to operate in three primary locations and eight Neighborhood Place sites, all conveniently located for those Louisville Metro/Jefferson County residents most in need of services. The map below indicates the concentrations of poverty in the service area and CSR satellite offices, Neighborhood Place and Louisville Metro Community Center locations



**d. Audit Assurance**

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

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

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

## **2. Community Needs Assessment**

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

Each year, LMCAP administers a needs assessment to allow community members and stakeholders to identify causes and conditions of poverty and weigh potential solutions. LMCAP's assessment process was merged with CSR's larger planning process to get a more comprehensive review of community needs. The assessment process this year was expanded to include public meetings, qualitative and quantitative feedback tools, and the traditional needs assessment survey.

**Public Meetings.** CSR hosted four meetings that provided input and feedback opportunities for stakeholders, the public, and staff. The first three meetings included a presentation on current CSR initiatives, followed by breakout sessions where attendees weighed in on the topics of homelessness, youth programming and out of school time initiatives, vacant and abandoned properties (VAP) and community development, and financial empowerment and anti-poverty initiatives. Participants could attend two breakout sessions. Each session asked attendees to think about what is currently working, what is needed, what is not working or what barriers exist and recommendations on how to fix barriers. Although each meeting followed the same format, the meetings were for different target audiences. The first meeting on October 28, 2013 engaged community partners and stakeholders. The second meeting on November 21, 2013 solicited input from LMCAP/CSR staff. The third meeting on December 3, 2013 was open to the general public. The final meeting on February 24, 2014 was open to stakeholders and the community to weigh in on funding priorities. The notes from these sessions can be found in Appendix A.

Based on feedback received at the stakeholder sessions, strategic plan goals, and community data, CSR identified twelve priority areas to focus FY15 programming. The priority areas are acquisition of blighted properties for demolition or redevelopment; demolition of slum/blighted properties in support of the Metro VAP initiative; continued investment in the Shawnee Neighborhood Revitalization Strategy Area (NRSA); community center and public facility improvements; expanded housing rehabilitation program; supportive services for homeless persons; homeownership counseling and down payment assistance; self-sufficiency supportive services; employment, training, and education; small business development and support; nutrition; and out of school time for youth programs.

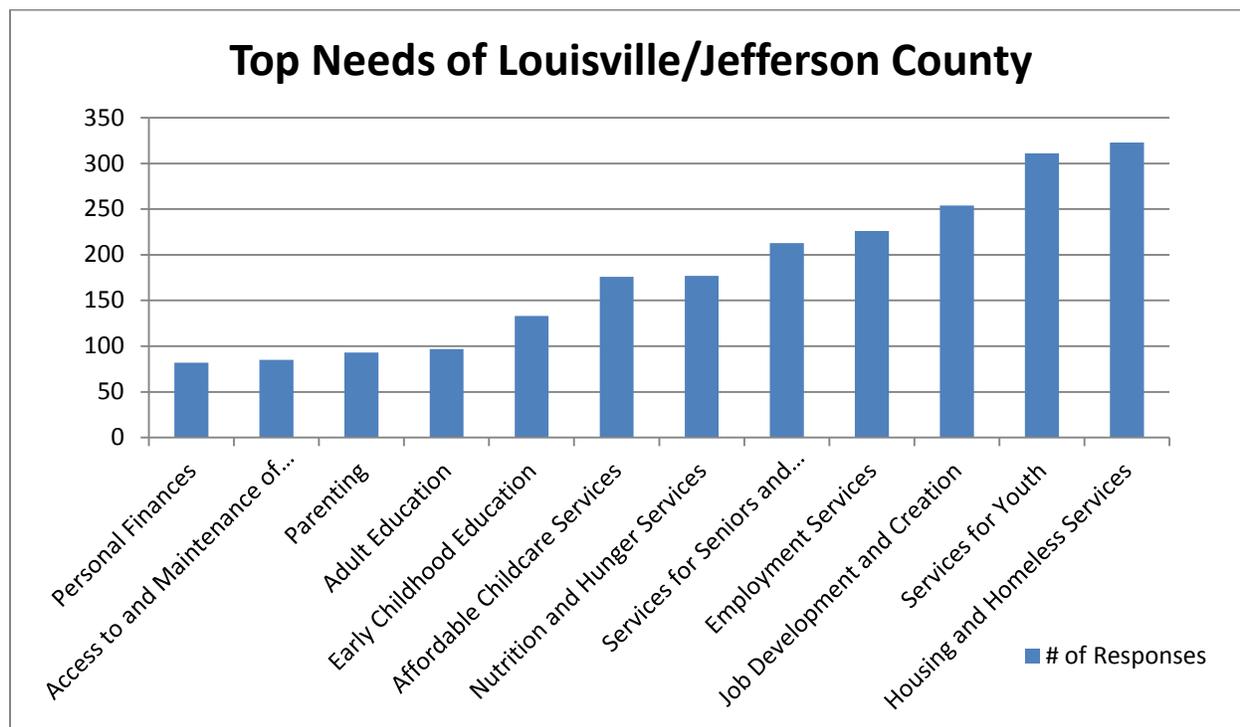
**Funding Priority Ranking.** The fourth session hosted by CSR asked attendees to rank the above CSR funding priorities. Each participant had a budget of \$100 to split amongst funding priority categories, with the option to include funding in “other” if desired. CSR also distributed this survey online through SurveyMonkey. CSR received a total of 67 completed surveys, with two surveys being uncountable. The average percent of budget given to each priority area was used to create rankings for analysis. The top three funded priority areas were community center and public facility improvements (22.02%); out of school time for youth programs (18.12%); and self-sufficiency supportive services (9.25%). The bottom three funded priority areas were small business development and support (3.98%); demolition of slum and blighted properties in support of the Metro VAP initiative (3.73%); and continued investment in the Shawnee NRSA (2.58%). Below is the complete ranking data from the survey, with the average percent of budget rounded to the nearest hundredth. The survey tool can be found in Appendix A.

#### **Funding Priority Rankings**

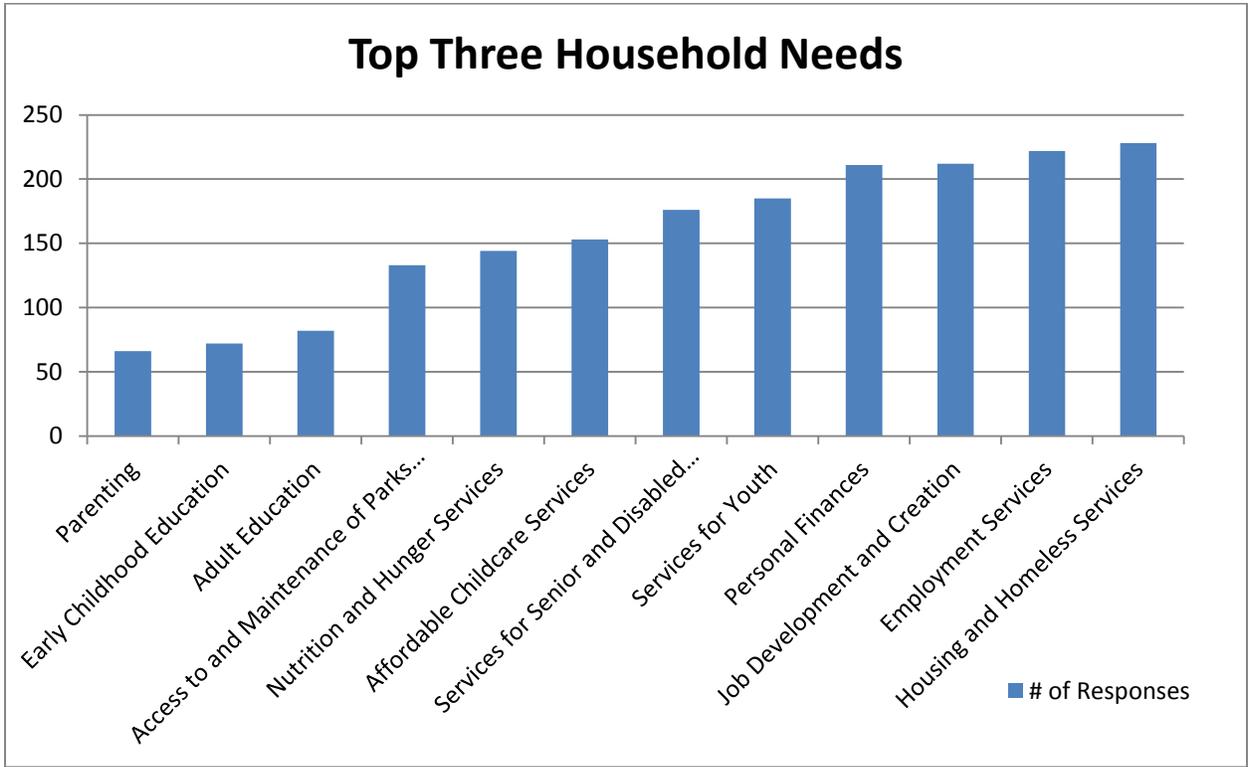
<b>Priority</b>	<b>Average Percent of Budget</b>
Community Center and Public Facility Improvements	22.02
Out of School Time for Youth programs	18.12
Self-Sufficiency Supportive Services	9.25
Supportive Services for homeless persons	7.50
Expanded Housing Rehabilitation Program	7.08
Acquisition of blighted properties for demolition or redevelopment	6.60
Employment, Training, and Education	6.33
Homeownership Counseling and Down payment Assistance	4.62
Nutrition	4.53
Other program areas not identified	4.01
Small business development and support	3.98
Demolition of slum/blight properties in support of the Metro VAP Initiative	3.73
Continued investment in the Shawnee Neighborhood Revitalization Area (NRSA)	2.58

**Community Needs Assessment Survey.** In addition to the engagement and assessment methods above, CSR distributed a community needs assessment survey in February 2014. The tool can be found in Appendix A. CSR worked with the University of Louisville Communications Department to select and design questions to identify and prioritize community needs. A revised survey was available online via SurveyMonkey and paper forms were distributed throughout the community. The online survey was distributed via CSR's listserv, Facebook page, and on the employee intranet. Partner agencies also sent the survey out to their listservs and posted on their websites and Facebook pages. The paper forms were made available at the Louisville Urban League, Nia Center, Louisville Public Library branches, Family Scholar House, community centers, the Network Center for Community Change, and the Shawnee Microbusiness PowerUp! class. In total, 200 paper assessments were completed and 466 online assessments were completed. The results were combined for analysis.

The first question 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 homeless services (323 responses, or 14.8% of total responses), services for youth (311 responses, or 14.3% of total responses), and job development and creation (254 responses, or 11.7% of total responses). The following graph represents all responses to this question.

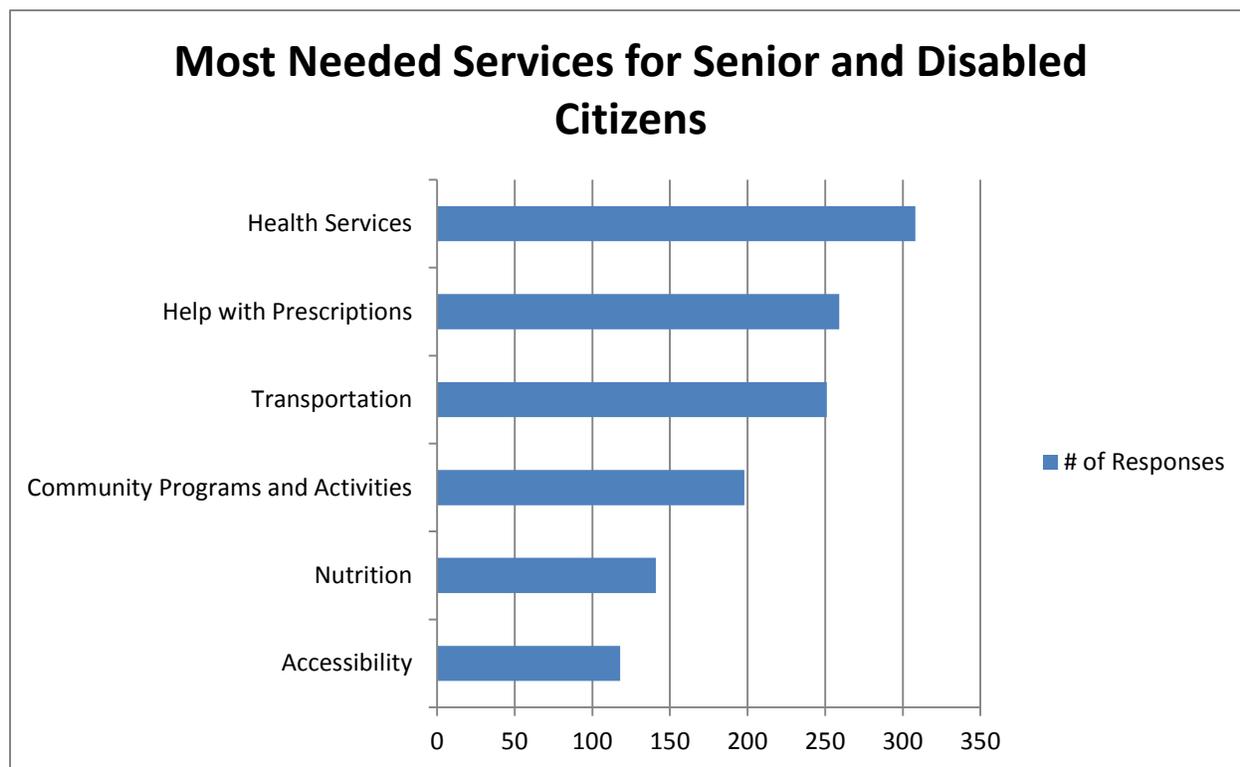


Respondents identified the top three needs of their household as housing and homeless services (228 responses, or 12.1% of total responses), employment services (222 responses, or 11.7% of total responses), and job development and creation (212 responses, or 11.3% of responses). Personal finances were a very close fourth, with 211 responses (11.2% of responses). The following graph represents all responses to this question.

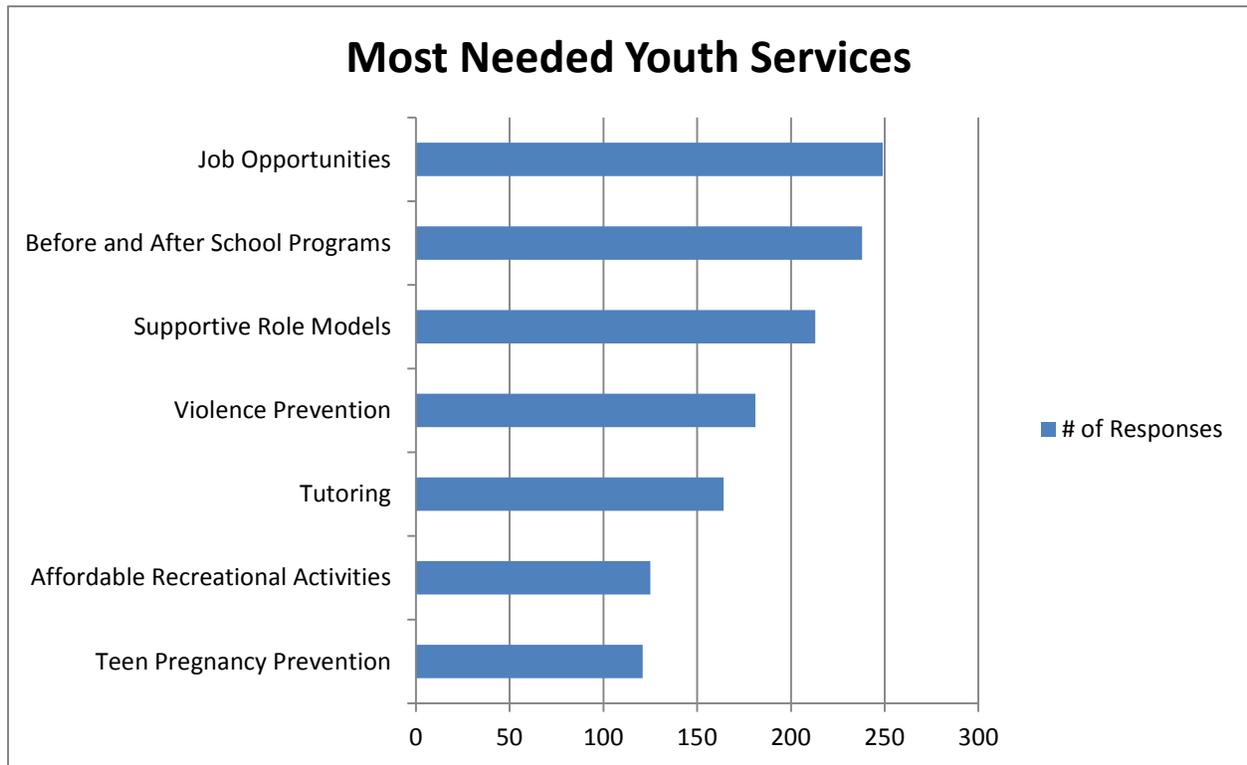


The survey then asked respondents to pick the two most needed services for the categories of senior and disabled citizens, youth, employment, housing and homelessness, and personal finances.

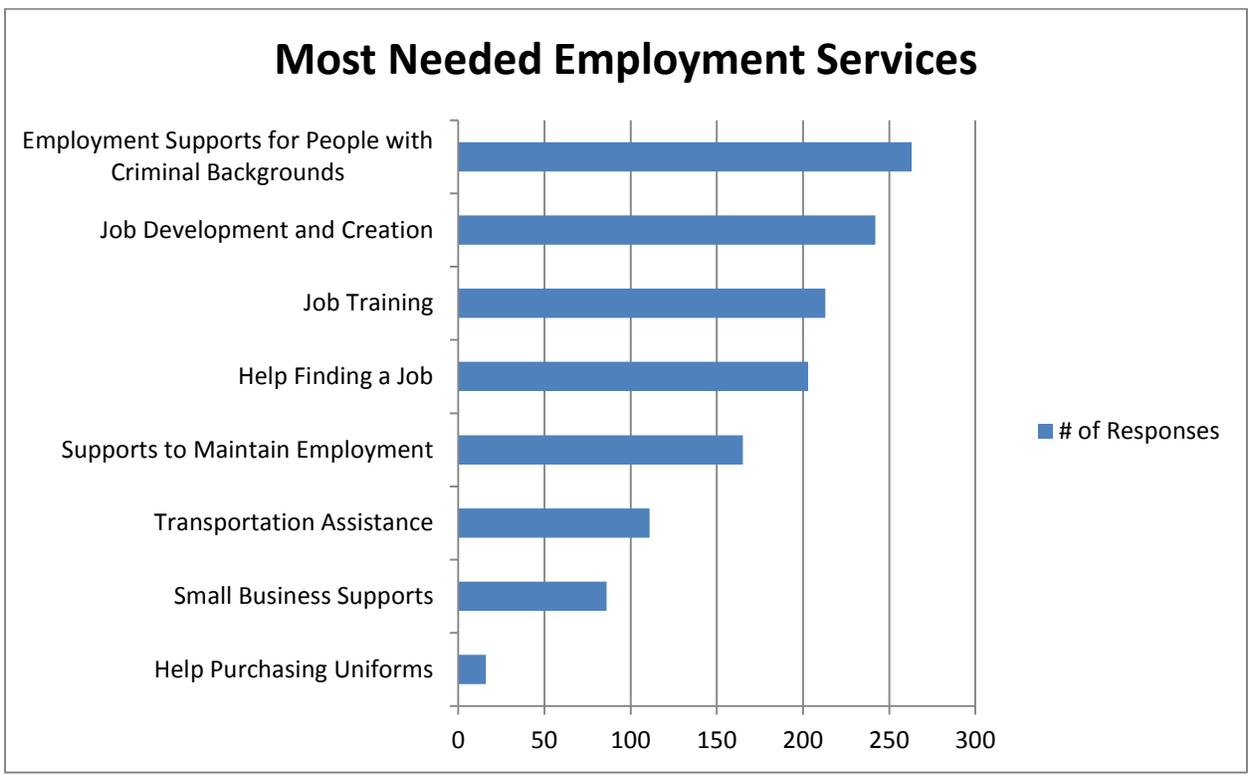
Respondents identified health services (308 responses, or 24.2% of total responses), help with prescriptions (259, or 20.3% of total responses), and transportation (251 responses, or 19.7% of total responses) as the most needed services for senior and disabled citizens. The following graph represents all responses to this question.



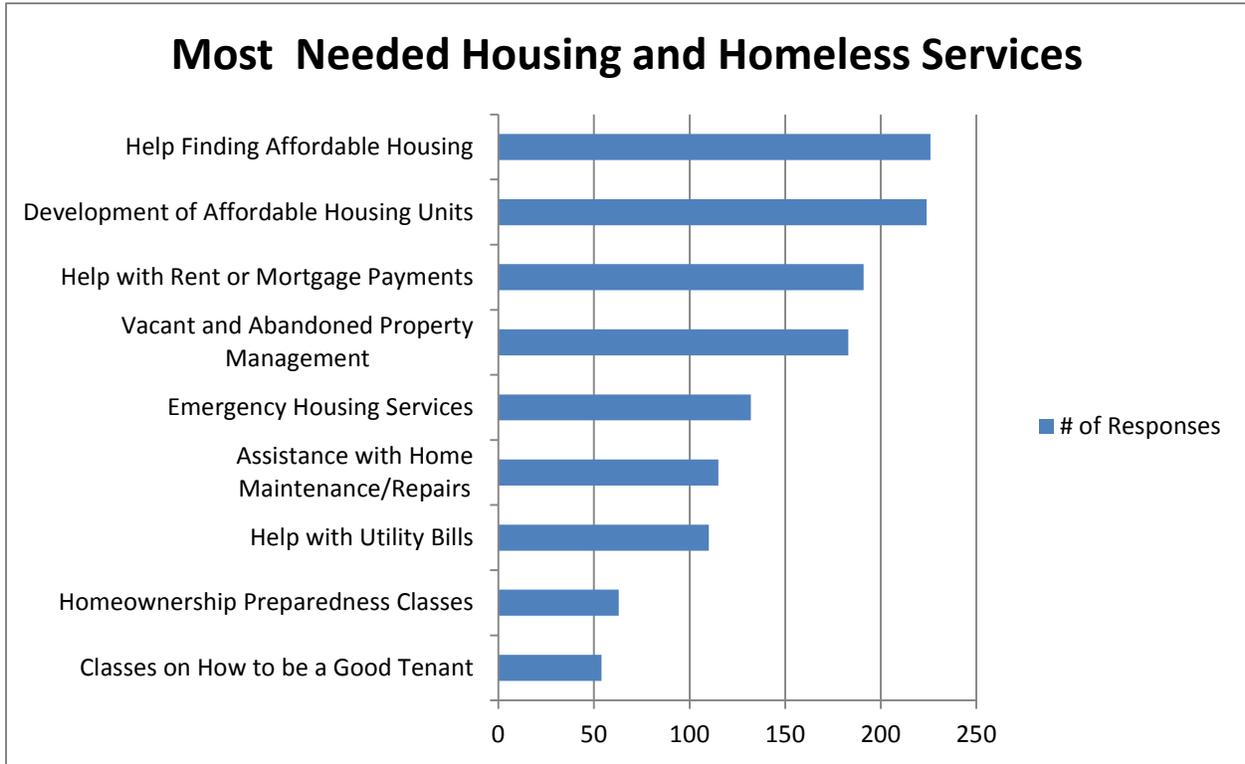
The most needed services identified for youth were job opportunities (249 responses, or 19.3% of total responses), before and after school programs (238 responses, or 18.4% of total responses), and supportive role models (213 responses, or 16.5% of total responses). The following graph represents all responses to this question.



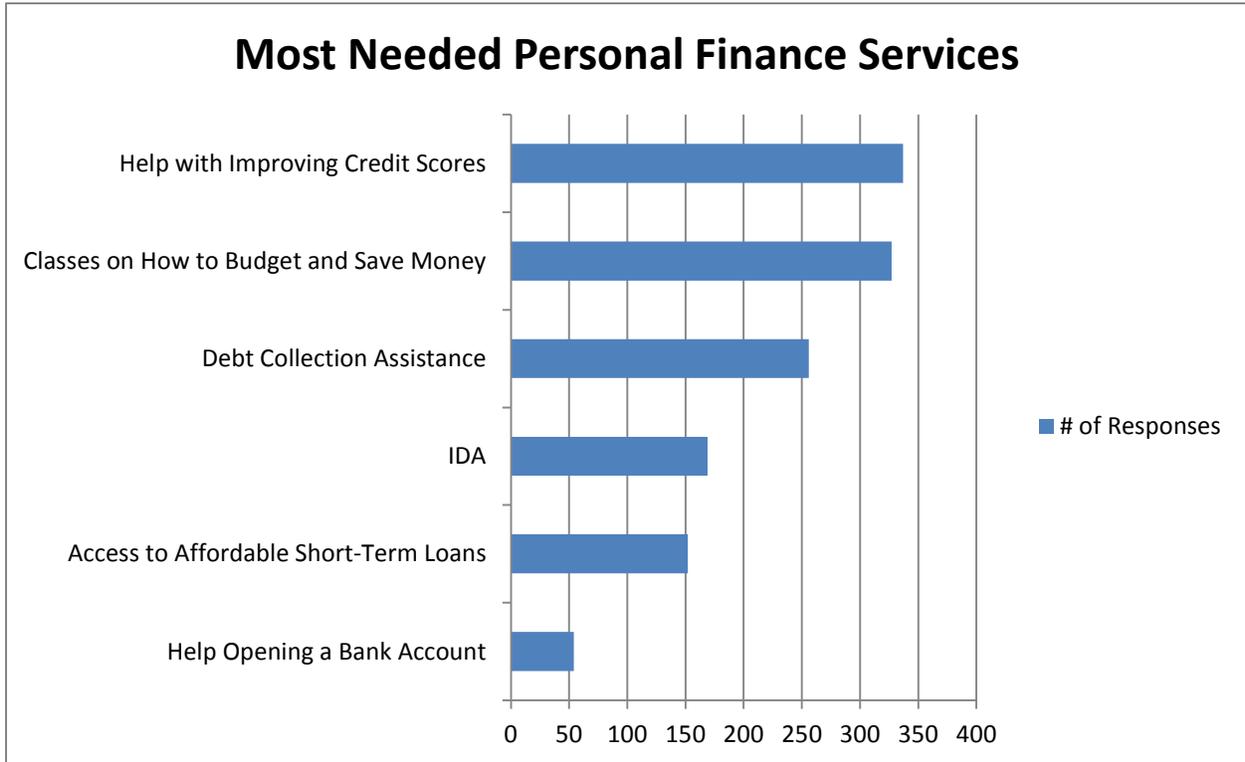
The most needed services identified for employment were employment supports for people with criminal backgrounds (263 responses, or 20.2% of total responses), job development and creation (242 responses, or 18.7% of total responses), and job training (213 responses, or 16.4% of total responses). The following graph represents all responses to this question.



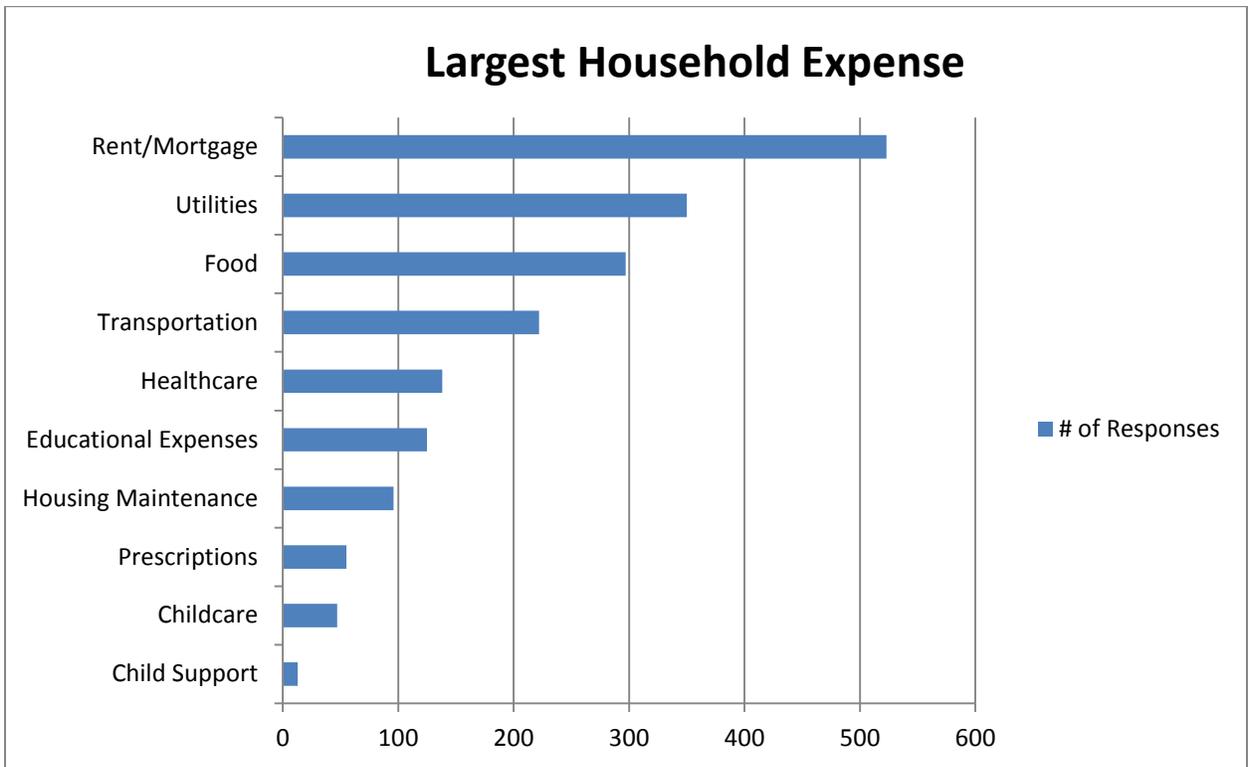
The most needed housing services identified were help finding affordable housing (226 responses, or 17.4% of responses), development of affordable housing units (224 responses, or 17.3% of responses), and help with rent or mortgage payments (191 responses, or 14.7% of responses). The following graph represents all responses to this question.



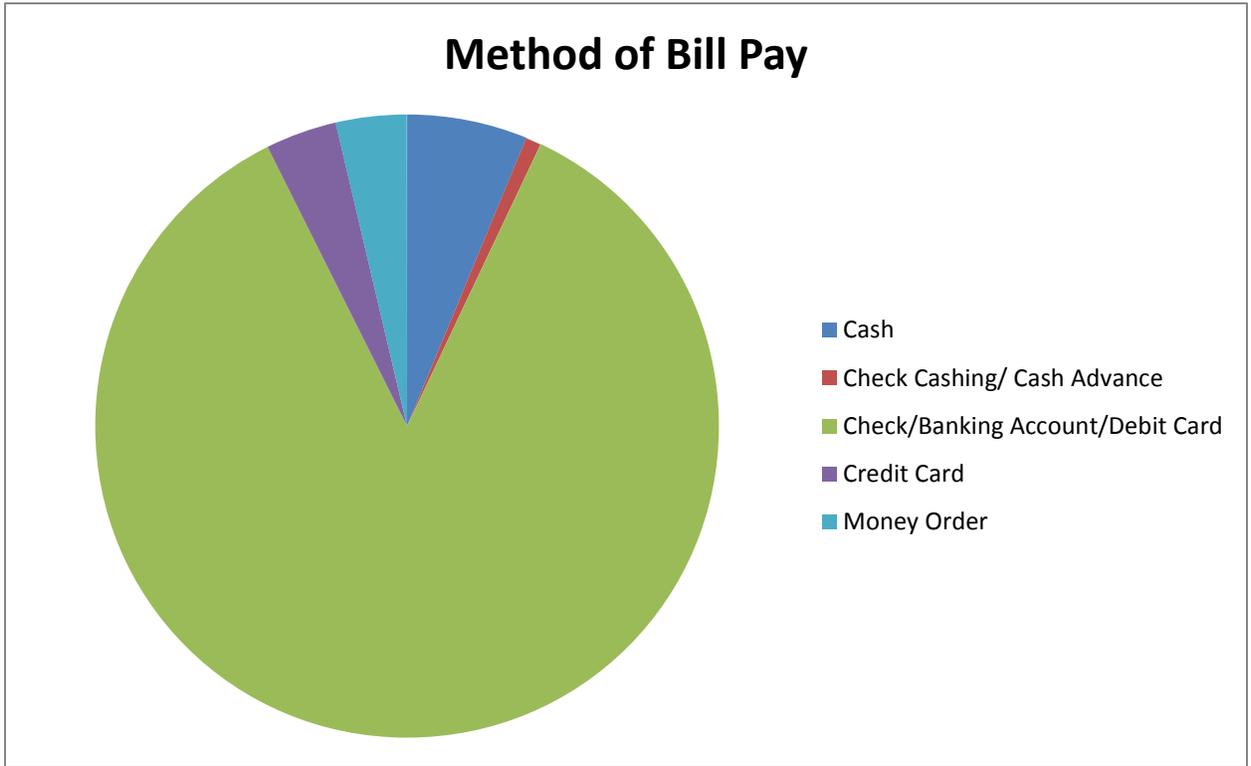
The most needed personal finances services identified were help with improving credit scores (337 responses, or 26.0% of responses), classes on how to budget and save money (327 responses, or 25.3% of responses), and debt collection assistance (256 responses, or 19.8% of responses). The following graph represents all responses to this question.



The assessment also asked respondents to identify their top three household expenses. Rent or mortgage topped the list, with 523 (or 28% of the total response) responses. Utilities was a distant second, with 350 (or 18.8% of responses) responses. Food rounded out the top three, with 297 (or 16% of responses) responses. The following chart displays all responses to this question.



The final question of the survey asked respondents to identify the method they use most often to pay their bills. Check/banking account/debit card was the most identified method, with 535 respondents (or 85.6%) listing it as their primary method of bill pay. The remaining 14.4% of respondents listed cash, check cashing/cash advance, credit card, and money order as their primary method of bill pay.



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

**CSR Engagement Survey.** In addition to the meetings, funding priority survey, and community needs assessment survey, CSR offered citizens, stakeholders, and staff an opportunity to weigh in on open-ended strategic questions to gauge CSR's strengths, weaknesses, needs, and role in the community. The survey was administered both online on its own and at the end of the online version of the community needs assessment. The following is a summary of major themes identified. All feedback can be reviewed in Appendix A.

## **VAP**

- Greater coordination of VAP efforts are needed. The emphasis on vacant and abandoned properties response planning is appreciated, but more action is desired.

## **HOMELESSNESS/HOUSING**

- CSR should focus on increasing affordable housing availability, and look at models that use current vacant and abandoned properties as a resource.
- Expand homeless services and supports to homeless service providers and improve services to prevent homelessness.
- Housing First model for permanent supportive housing is effective.
- Coordination of homeless services through the Continuum of Care has improved and is more effective
- Louisville has a lack of affordable housing. "There simply are not enough subsidized housing and affordable housing options."

## **SELF-SUFFICIENCY**

- CSR should respond to crisis situations, but also create, fund, and support service models that focus on self-sufficiency and prevention of crisis. CSR should work to build client self-sufficiency so emergency services are not needed.
- Government supports do not compel people to be self-sufficient and discourage motivation. "Giving handouts to others besides Veterans, elderly, and handicapped citizens. We just hand out thinking we are helping citizens. If I could have you pay my LG&E bill do you think I would worry about it getting paid?"

- Focus programming on increasing people’s ability to be self-sufficient. “We should move away from being a crutch to instead being enablers; as in enable people with the tools they need to become self-sufficient.”

## **YOUTH**

- CSR should focus on youth initiatives. “Creating places and opportunities for youth to participate in after school hour activities. Youth in poverty don't have the access to these activities like the youth who aren't in poverty.”

## **LINKAGES/COMMUNITY ENGAGEMENT**

- Work through community partners, public and private, to increase impact
- CSR has increased and strengthened partnerships with community-based partners, but more needs to be done.
- There is insufficient public education about services available through CSR and its partner agencies. CSR should increase community engagement and education.
- Create additional engagement opportunities in the community, increasing visibility of CSR and community outreach. “‘Community Services and Revitalization’ means something has to be revitalized and/or renewed. The way CSR gets its information disseminated to the public may have to change. More community OUTREACH and less email announcements. Some people delete messages but it's hard to ignore a person who's physically talking to you.”
- Improve communication between and partnerships with other Metro departments, JCPS, and community- based organizations, including neighborhood associations. This is important for identifying needs and appropriately targeting resources.
- Work through and with other organizations; become more of a connector and coordinator of services for the community. “CSR is at its best when it is a coalescing agent that brings partners together to solve problems. CSR should move even further to encourage collaboration and assist non-profits in finding funding opportunities and resources to accomplish shared goals.”

## **FINANCIAL EMPOWERMENT**

- Bank On program and the partnerships it has created has made financial education a greater priority

## **PLANNING/PROGRAM DESIGN**

- Programs lack sufficient policies leading to dependence and abuse of the system. CSR helps the same people over and over again. “The rate of recidivism with CSR's clients is too high - people budget for LIHEAP, assistance, etc. and begin to rely on government supports”
- Poor planning and implementation—CSR does a lot of talking and does very little acting. CSR does not plan its resources effectively, with programs running out of money before the end of the plan period. “Meetings that lead to more meetings but NO action, also the lack of urgency and persistence has proven to be inefficient.”
- Comments focused on “scattershot” approaches and lack of coordination for various programming, but especially for revitalization efforts and employment programs.
- Increase program evaluation. “Fund what works and what truly makes an impact. Quit funding what isn't making a significant impact toward priorities.”

## **FUNDING/RESOURCES**

- Funding is spread too thin to really impact any problem in a significant way.
- Case management is underfunded.
- The city lacks the funding to provide needed services.
- Avoid unfunded mandates to service providers

## **AGENCY OPERATIONS**

- Lack of communication within the agency and with the community is an issue; Staff are not informed of changes and thus cannot keep the public informed. CSR does not advertise or communicate with the public and community partners in an effective way.
- Eligibility documentation requirements serve as a barrier to citizens accessing services.

- CSR’s mission and responsibilities are too broad, which limits ability to focus on important issues. “Department is too large and should be separated into two departments. A Housing Department and a Community Services Department.”
- Refine the mission, vision, and role of CSR. Coordinate better inside CSR to ensure priorities are funded and implemented in line with CSR’s mission and vision.
- Hire additional well-trained, well-supported staff who work in, with, and for the community.
- Better engage front-line CSR staff about issues encountered. Increase supports to enable them to more effectively do their jobs.

#### **OTHER**

- Neighborhood Places are effective tools for service delivery to vulnerable households. “Having access to services through the Neighborhood Places throughout the city has a tremendous impact in eliminating barriers for families to be healthy and whole.”
- Emergency home repair program provides a valuable and essential service.
- Economic development and job creation is needed to enable people to move out of poverty.
- Increase transportation supports.

**b.) Community Collaboration**

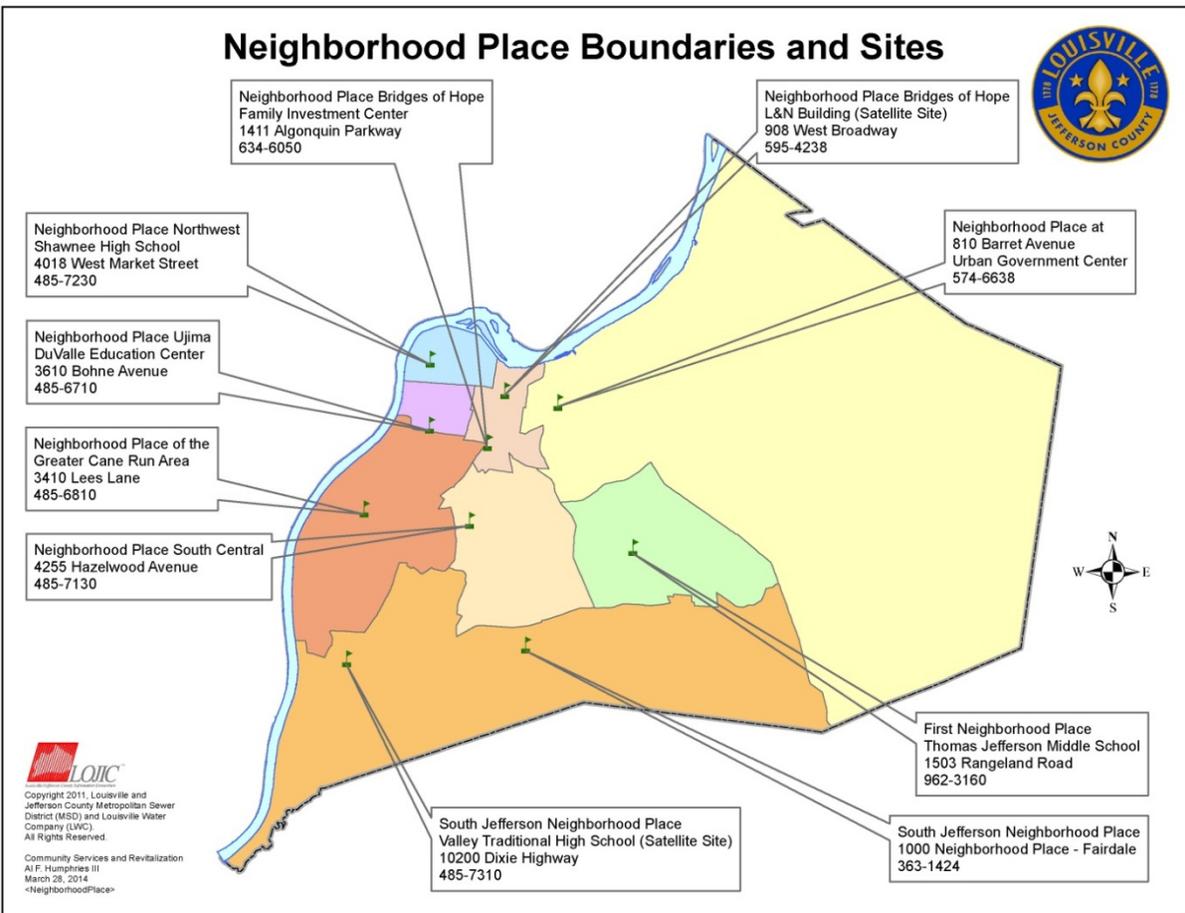
CSR's comprehensive needs assessment relied on the support of our partners. The African American Heritage Center, California Community Center and Louisville Metro Government provided CSR space for the public and stakeholder community meetings. CSR administered its paper needs assessment through several community partners, including Louisville Urban League, The Network Center for Community Change, Nia Center, Louisville Metro Public Library, Family Scholar House, and Louisville Metro Parks Community Centers. Each partner distributed and collected assessments from community members in their locations. Partners also supported the assessment efforts by posting links to the on-line version of the assessments and advertised public meetings on their Facebook accounts and via their listservs. Jefferson County Public Schools (JCPS) assisted with the formatting of the community needs assessment survey for use in scantron machines and assisted in the tabulation of results.

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

The social services agencies in Louisville have a history of collaboration, working to address many of the core issues surrounding poverty including financial security, education, job training, employment opportunities, safe and affordable housing, and access to medical and mental health services. Task forces provide opportunities for collaboration by regularly bringing agencies together. The following organizations continue to engage in collaboration to reduce poverty in Metro Louisville: Association of Community Ministries, Center for Accessible Living, Center for Women and Families, Community Coordinated Child Care (4Cs), Dare to Care, Jefferson County Public Schools, Kentuckiana Works, Kentucky Cabinet for Health and Family Services, Kentucky Office for Employment and Training, Louisville Coalition for the Homeless, Louisville Metro Housing Authority, Louisville Urban League, Metropolitan Housing Coalition, Metro United Way, New Directions Housing Corporation, Salvation Army, St. Vincent DePaul, Volunteers of America of Kentucky, Wayside Christian Mission, and Youth Build.

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

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



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

### **1) Employment**

Employment support services in Louisville Metro/Jefferson County outside of CSR services include Jefferson County Public Schools Career Assessment Center, Jefferson County Public Schools Workforce Services, Kentucky Office for Employment and Training, Louisville Urban League, Metro United Way, 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 Access Partnership, Career Visions, Center for Accessible Living, Goodwill Industries, Harbor House, and Kentucky Department of Vocational Rehabilitation. For seniors is the AARP Senior Community Service Employment Program. Seniors are also served by a multitude of other agencies including KIPDA and CSR's Foster Grandparent Program which provides stipends for income-eligible seniors.

The Louisville community lacks substantial programs to provide employment supports for people with criminal background. Although transitional housing for those exiting the criminal justice system typically requires employment and employment search, these services are overburdened and 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 CSR seeks to fill in fiscal year 2015.

### **2) Education**

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

With nearly 20 institutions of higher education in the Louisville area, Louisville Metro Government has made a significant commitment and investment in increasing the number of college graduates in the community. Louisville students start college in substantial numbers, but too many drop out before completion due to personal and financial hardships. Providing adult

education scholarships has proven to be successful in assisting people complete degrees and improve employment opportunities.

Early educational services are provided by the Jefferson County Public School (JCPS) system, the Archdiocese of Louisville, and a host of private and parochial schools. Through JCPS 53 sites and 138 classrooms serve more than 2,000 families through the Head Start program. Head Start is currently at capacity leaving eligible families to find other qualified preschool programs.

CSR 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. CSR will continue providing and receiving referrals to and from Family Scholar House for eligible students and expand our partnership in fiscal year 2015.

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

CSR's Financial Empowerment/economic Development (FEeD) 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.

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



management services and court-appointed fiduciary services for individuals who are elderly, disabled, or homeless and cannot handle their own finances.

Louisville Asset Building Coalition (LABC) offers credit building, debt management and financial education. LABC also coordinates the Volunteer Income Tax Assistance (VITA) program. They also 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 CSR has assisted with outreach and advertisement of VITA services, even hosting VITA sites throughout the city. CSR will continue this commitment in fiscal year 2015.

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

CSR offers supportive services, federally-funded permanent housing programs, outreach and advocacy, home repairs, and weatherization assistance. CSR also administers rental development, housing construction and rehabilitation by Community Housing Development Organizations, targeted neighborhood stabilization programs, supportive housing for persons with HIV/AIDS, housing counseling, and land use initiatives including the Land Bank Authority, the Vacant Property Review Commission, and the Urban Renewal Commission.

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 federal Housing and Urban Development grant 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. CSR is represented on the Advisory Board and in monthly CoC meetings. CSR 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 CSR 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 CSR's tripartite board.

## **5) Emergency Services**

There are numerous public and private institutions addressing the emergency needs of Louisville Metro residents. Within CSR, LIHEAP subsidy and crisis programs provide emergency energy assistance to an estimated 25,000 households annually.

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

Emergency shelter is available through a network of agencies including Salvation Army, Wayside Christian Mission, Center for Women and Families, YMCA Safe Place, St. Vincent DePaul, and the Home of the Innocents.

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

## **6) Nutrition**

Youth in Louisville Metro/Jefferson County have substantial need for nutritious meals outside of school. Dare to Care Food Bank operates 13 Kid's Cafes which provide more than 98,000 evening meals per year to children in need. In addition to this, CSR 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.

CSR also administers the Summer Food Service Program. The Summer Food Service Program (SFSP), funded by the U.S. Department of Agriculture and the Division of School and

Community Nutrition with the Kentucky Department of Education, provides free, nutritious meals for children one (1) to 18 years of age in Jefferson County during the summer when school is not in session.

Dare to Care distributes approximately 14 million pounds of food to residents each year in partnership with more than 300 local agencies, including CSR. 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 CSR, provides nutritional lunchtime meals to active senior citizens at Congregate Meal Sites and through a system of volunteers delivers to homebound seniors through the Meals on Wheels Program, throughout the Louisville Metro area. These programs help to improve the lives of older adults by supporting good nutritional health and promoting their independence and well-being. Meals on Wheels and Congregate Meal sites serve approximately 500 nutritious meals daily to homebound and active seniors respectively.

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

CSR 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 in the community include Foster Grandparents Program, NRSA initiatives, Retired and Senior Volunteer Program (RSVP), AmeriCorps, Habitat for Humanity, and Metro United Way.

CSR 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. CSR intends to seek new and innovative ways to engage citizens in the administration of its programs in the coming year.

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

Currently, CSR works with families and individuals in the community to achieve self-sufficiency by providing information and referral, crisis intervention, and direct services including housing and supportive services like case management. The goal is to be a “one-stop-shop” to help families address multiple barriers to self-sufficiency by assessing their situations as a whole, then linking the family to available departmental or community services and resources.

Louisville Metro Housing Authority has a self-sufficiency program providing intensive case management services to residents living in public or subsidized housing to accomplish long-term goals and develop knowledge about income management, homeownership, job skills, and parenting skills. CSR 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.

## **9) Emergency Health Services**

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

University of Louisville Hospital (ULH) has a long-term funding commitment for hospital care of the medically indigent through the Quality Care Trust Fund and financial support from the University Of Louisville School Of Medicine. ULH is a contemporary acute and trauma care hospital. The hospital 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 staffed by caring specialists; the department 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 utilizing sophisticated technologies and equipment. Kosair Children's Hospital has the Office of Child Advocacy. Kentucky Regional Poison Center offers comprehensive poison information and a toll free hot line.

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

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

CSR's extensive coordination and linkages with government and other social programs ensure the effective delivery and reduced risk of duplication of services. CSR collaborates with the following agencies and/or forums: AIDS Interfaith Ministries of Kentuckiana; American Red Cross; Americana Community Center; Americorps; Apprisen; Area Community Ministries; Bates Community Development Center; Baxter Community Center; Bellewood Presbyterian Home for Children; Big Brothers/Big Sisters; Boys & Girls Clubs; Bridgehaven; Brooklawn; CASA; Catholic Charities; Catholic Enrichment Center; Center for Neighborhoods; Center for Nonprofit Excellence; Center for Women & Families; Child Care Council; Choices, Inc.; CLOUT; Coalition for the Homeless; Council on Developmental Disabilities; Dare To Care; Down Syndrome of Louisville; Dreams with Wings; E.C.H.O.; Early Head Start; ElderServe; Family & Children First; Family & Children's Place; Family Health Centers; Family Scholar House; Father Maloney's Boys & Girls Haven; FEAT; Girl Scouts of Kentuckiana; Good Samaritan Center; Goodwill Industries; GuardiaCare; Habitat for Humanity; Harbor House; Healing Place; Home Of The Innocents; Hoosier Hills AIDS Coalition; House of Ruth; Housing Partnership Inc; Jefferson County Public Schools; Jewish Family & Career Services; Junior Achievement of KY; Kentucky Cabinet for Health & Family Services; Kentucky Center for the

Arts; Kentucky Humane Society; Kentucky Jump Start; Kentucky Refugee Ministries; Kentucky Senior Medicare Patrol; Kling Center; Kentucky Department of Financial Institutions; Legal Aid Society; Lighthouse Promise; Louisville Asset Building Coalition; Louisville Metro Housing Authority; Louisville Urban League; Louisville Wheels; Louisville Youth Group; Maryhurst; Metro United Way; Metropolitan Housing Coalition; Middletown Christian/Learning Center; Nazareth Home; Neighborhood House; Network Center for Community Change; New Directions Housing Corporation; Newburg JB Sutherland Center; Plymouth Community Renewal Center; Portland Promise Center; Project One; Project WARM; Salvation Army; Schuhmann Social Service Center; Seven Counties Services; Society of St. Vincent de Paul; Southern Indiana Asset Building Coalition; Special Olympics; St George's Community Center; St. Benedict Center; St. John Center; St. Josephs Children's Home; St. Stephens Family Life Center; TRIAD; Veterans Administration; Volunteers of America; Wayside Christian Mission; Wellspring; and YMCA of Greater Louisville.

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

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

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

CSR is committed to economic development in the Louisville Metro area. The FEeD division leads microenterprise efforts in CSR. 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. CSR is the lead agency for microenterprise development activities for low and moderate income entrepreneurs.

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

The FEeD 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**

CSR/LMCAP 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. CSR will comply with nondiscrimination policies as written in the Louisville Metro Personnel Policies handbook. In Metro Louisville, many organizations help educate the public on equal opportunity matters and enforcement of Equal Opportunity regulations. Some of these organizations include: Louisville Metro Human Relations Commission, Louisville Metro Department of Human Resources, Legal Aid, Louisville Urban League, and the Kentucky Commission on Human Rights. In addition, numerous groups advocate on behalf of people with disabilities, immigrants and refugees, the elderly, children, and gays and lesbians in Jefferson County. CSR 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, CSR reviewed the community needs assessment, feedback from public meetings and other engagement tools, and considered which priorities of the department were best suited for CSBG funding. CSR considered each of its funding sources and funding availability when assigning funding to priority areas, as each funding source has its purpose and limitations. CSR carefully considered these purposes and limitations when preparing its strategy for fiscal year 2015. Below is a listing of funding priorities and what funding will be used to support the initiative.

##### Priority Area Funding Sources

Priority	Funding Source
Community Center and Public Facility Improvements	CDBG; Private investors
Out of School Time for Youth programs	Locally controlled funds; CSBG
Self-Sufficiency Supportive Services	CSBG; CDBG; Locally controlled funds
Supportive Services for homeless persons	Emergency Solutions Grant; CDBG; Continuum of Care; HOPWA
Expanded Housing Rehabilitation Program	DOE; HOME; HUD LEAD; Locally controlled funds
Acquisition of blighted properties for demolition or redevelopment	CDBG; Locally controlled funds
Employment, Training, and Education	CSBG; Locally controlled funds
Homeownership Counseling and Down payment Assistance	CDBG; HOME
Nutrition	State USDA Funds; National League of Cities
Other program areas not identified	N/A
Small business development and support	CDBG
Demolition of slum/blight properties in support of the Metro VAP Initiative	CDBG
Continued investment in the Shawnee Neighborhood Revitalization Area (NRSA)	CDBG; CSBG; HOME; Locally controlled funds

**CSR ranked CSBG service categories as follows for fiscal year 2015:**

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

CSR will renew its focus on self-sufficiency, and work to bring bundled services to program participants. Employment, education, and income management programming are all in support of the ultimate goal of making a family self-sufficient. CSR will work in a more comprehensive and collaborative fashion within the department to address the identified needs from the community. Although housing was ranked as a top need in the community, housing needs are better addressed by other funding streams within the department such as CDBG and HOME. CSR will reduce its focus on emergency services in fiscal year 2015 in response to the needs assessment. CSR will not directly address health needs, but will continue to work with partner agencies such as KYnect and the Louisville Metro Health Department to meet the needs of our community.

**Central Intake**

CSR will continue its central intake process in fiscal year 2015 to provide program applicants with a comprehensive and holistic assessment that will identify individual and family needs and appropriate programs within CSR to meet those needs. CSR will expand staffing outside of CSBG to better support the intake process and assure successful referrals. Once programs and services for each participant are identified, staff will act as liaisons and support for participants as they navigate the supports. By providing a consistent contact person for program participants, CSR hopes to prevent participants from falling through the cracks as often happens when providing referrals. Staff will assist participants with accessing all available services by working with staff in various departments to see that program requirements are met and that necessary supports are rendered. 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.

### **Shawnee Neighborhood Revitalization Strategy Area**

As part of CSR's strategy to revitalize neighborhoods, CSR has utilized Housing and Urban Development's Neighborhood Revitalization Strategy Area (NRSA) designation to target resources to bring together neighborhood and community stakeholders and private investors to find solutions that will spur revitalization in the most distressed neighborhoods. Benefits of the designation include greater flexibility in the use of Community Development Block Grant and a more coordinated approach to development. This year CSR designated the Shawnee Neighborhood as an NRSA. The Shawnee NRSA calls for renovating up to 115 homes over five years, enhancing public facilities and structures like sidewalks, and targeting economic development through CSR's microbusiness program and the Louisville Metro Department of Economic Growth and Innovation.

CSBG will support CSR's Shawnee NRSA activities by providing funding for the salary of a community liaison. The community liaison coordinates the various activities designed to help the residents of the area and serves as a point person for residents who need services. The community liaison identifies resident needs, reviews applications for program eligibility, and makes referrals as appropriate.

### **Comprehensive Family Case Management**

As identified in the needs assessment, Louisville lacks comprehensive family case management that addresses the root causes of emergency program use. CSR seeks to address the needs of families in identified distressed target neighborhoods who have accessed multiple CSR services within the last 12 months. CSR will provide bundled, individualized services to each family to combat their identified barriers to family self-sufficiency.

**Intake:** CSR will use a targeted enrollment approach for roughly 30 families with children who have used multiple CSR services in the past 12 months in the concentrated areas of poverty which include, Russell, Shawnee, Portland, Parkland, and California neighborhoods. CSR will send letters to identified families, notifying them of eligibility and inviting them to enroll in services. Each family 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**

**Employment Supports for Ex-Offenders.** The community needs assessment identified a significant gap in employment services for people with criminal backgrounds. CSR will provide employment supports for ex-offenders in fiscal year 2015 to meet this identified community need. Supports will include resume writing assistance, interview preparation, help with identifying and applying for jobs, and financial supports for expungement. Additionally, this population contributes to the number of homeless citizens in the community. By providing employment supports, participants will move from transient placement in the homeless community to permanent, safe, and affordable housing.

**Intake:** Eligible individuals will be identified through the central intake process described above or 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 help the participant identify potential fields of work, potential employers, and identify and remove employment barriers as needed, including having charges expunged. Participants engaged in employment supports will maintain contact with staff at least once a month.

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

When a participant successfully obtains employment, staff will obtain employment verification from the employer. The participant 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.

**Short-Term Job Training.** Helping people obtain specialized, in-demand job skills supports CSR's mission and vision of helping people become self-sufficient. Providing this training also addresses the identified needs of giving people the tools necessary for self-sufficiency versus responding to crisis situations. CSR will offer short-term job training to help people of low-income obtain specialized skills for employment. Training must be less than one year in length, and the participant must have high school diploma or GED to qualify. If a person does not have a high school diploma or GED, they will be referred to the GED Scholarship Program (See page 48). CSR will continue to focus on the ultimate goal of obtaining and maintaining living-wage employment with benefits for graduates.

**Intake:** Eligible individuals will be identified through the central intake process described above or 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 job training to ensure the participant is prepared for employment in the selected field. This will include identifying potential employers, preparing a resume, and reviewing and teaching interview skills. Once self-development is successfully completed, the participant will enter their 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 CSR, or used as credit with the vendor for another short-term job 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.

## **Education**

**Preschool Scholarships.** CSR recognizes poverty prevention and reduction must include services that address the needs of children growing up in poverty. Head Start programs in Louisville are at capacity, and families are still reeling from reductions in childcare subsidies. Too many families cannot afford to send their children to preschools that will ultimately prepare them for school success. In light of this, CSR will provide 15 scholarships to families with three and four year olds to enroll in a qualified preschool. CSR 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. Scholarships will be paid on a monthly basis, and monthly enrollment verification will be required.

**Intake:** Eligible families will be identified through the central intake process described above or 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.

**GED Scholarships.** According to the U.S. Census Bureau, roughly 11.9% of individuals over 25 in Jefferson County do not have a high school diploma. That is nearly 60,000 individuals in Jefferson County who are destined to have difficulty finding employment and to see reduced earning ability over their lifetime. A major barrier for those seeking their GED is the new cost of the test, which doubled to \$120 on January 2, 2014. CSR will provide 20 scholarships to those taking their GED test to remove this financial barrier and support this important step towards self-sufficiency.

**Intake:** Eligible individuals will be identified through the central intake process described above or through comprehensive family case management programming. Referrals will also be accepted from GED preparation providers and residents transitioning from the criminal justice system. 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:** An individual will be terminated from the program if they violate the terms of the program agreement. Supportive services will also be stopped at that time.

When a person obtains his or her GED, the case manager will obtain verification. The individual will then be reassessed for other supports.

**College Scholarships.** LMCAP will provide 24 scholarships up to \$2500 each to students who have an expected graduation date before June 30, 2015 or those who are enrolled in college and comprehensive family case management. Students must have a 2.70 cumulative GPA in order to qualify for the scholarship. Scholarships will be awarded on a first-come, first-served basis. Students will be required to have monthly contact with their case manager to assure continued progress to their goal, and must submit proof of semester or program completion as necessary.

**Intake:** Eligible students will be identified through the central intake process described above or 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 CSR. If the student drops courses, CSR 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 offered to the student.

## **Housing**

**Aging in Place.** Accessibility and safety issues in the home are becoming a pressing issue for seniors who desire to stay in their homes and communities. Aging in Place helps seniors stay in their homes by providing minor home improvements such as grab bars, repairs to their handrails or steps, or bathroom accessibility modifications that the homeowner would not otherwise be able to afford. Seniors are often the anchors in their communities; therefore, keeping seniors in their homes helps keep neighborhoods stable. This program also allows low and fixed income seniors the affordability to live in rent/mortgage free homes verses transitioning into significantly higher senior living facilities.

**Intake:** Participants are identified within CSR services (including Foster Grandparents, Senior Nutrition, Senior Transportation participants), from target neighborhoods through the community liaison, or through central intake. The program manager completes a home visit and collects necessary documentation to verify eligibility. Once eligibility is verified, CSR Rehab staff complete necessary repairs to make the home safe.

**Termination:** Participants are terminated once repairs are verified as complete.

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

## **Self-Sufficiency**

**Youth Case Management.** Youth services were consistently ranked near or at the top of survey methods used to assess community needs. Responses indicated that focused efforts were needed to teach positive social and life skills which will reduce youth participation in criminal activity and prepare youth for high school graduation and college/career readiness as youth transition into adulthood. CSR will respond to the needs for youth services with CSBG funding by dedicating two Program Specialists to provide case management to families with children under the age of 10 in the household. Staff members will provide direct services to parent(s) and children that will teach methods to improve social and academic participation and achievement for youth, and parental engagement for adults. Youth will learn about positive relationships, healthy communication skills, self-esteem, and other personal development topics. Parents will be guided to programs available throughout the community to enroll children in positive learning and athletic activities during out of school time which includes after school, winter, spring, and summer breaks.

**Intake:** CSR will identify eligible families who have CSR services in the past 12 months in distressed target neighborhoods including Russell, Shawnee, Portland, Parkland, and California. Each family 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.

**Youth Outreach and Education.** To meet the level of community need expressed for youth services, CSR staff will also partner with community centers and Jefferson County Public Schools (JCPS) to provide education to youth about positive relationships, healthy communication skills, self-esteem, and other personal development topics. Teens living in low income, high poverty areas will be targeted for this curriculum. Participants will be recruited and identified by JCPS or neighborhood community centers. Because the program is for general engagement and education purposes, termination procedures do not apply. Youth Specialists will provide referrals to other programs as necessary to enhance program and continued achievement opportunities.

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

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

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

## **Income Management**

**Finance 4 U.** As identified in the needs assessment, financial education classes are one of the most needed services in the category of personal finances or income management. CSR will provide Finance 4 U, a financial education course, to meet this community need.

**Intake:** Participants are identified and referred from partner financial education courses, central intake, and other programs within CSR. 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.

**Dave Ramsey Financial Peace University.** Recognizing that one program will not meet the broad spectrum of need in our community, CSR will offer Dave Ramsey's Financial Peace University for participants who have established budgets and are ready to take the next step in managing their finances.

**Intake:** Participants are identified and referred from partner financial education courses, Finance 4 U, central intake, and other programs within CSR. 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 he or she violates 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.

**Louisville Water Assistance/Financial Empowerment Pilot Project.** CSR is launching a pilot project in partnership with Louisville Water Company (LWC) to provide financial case management to people living in the Shawnee Neighborhood Revitalization Strategy Area who have (1) Used emergency assistance to pay a water bill in the last 12 months and/or (2) Paid a water bill late or experienced shut off of service in the last 12 months. This pilot project provides prevention rather than emergency services and takes a targeted approach to services by working within the boundaries of the Shawnee Neighborhood Revitalization Strategy Area.

**Intake:** Eligible families are identified from LWC's and CSR's databases based on the criteria listed above. Families will be sent letters notifying them of available services and inviting them to enroll in the program. Each family will work with a case manager who will help identify financial strengths, weaknesses, barriers, and goals. At intake, the family and case manager 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.

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

## **Nutrition**

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

**Intake:** Eligible seniors are identified by the congregate meal site and assessed for services. Verification of eligibility is collected by meal site staff and verified by the program manager.

**Termination:** Participants can be terminated if they fail to pick up or utilize their bus pass, or if they do not attend congregate sites on a regular basis. Participants are made aware of these provisions at the time of enrollment.

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

## **Emergency Services**

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

**e. Logic Models**

Please see attachment D

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

Self-sufficiency, although the top service category, will receive a relatively small CSBG allocation for direct services due to relatively low costs of services outlined. The largest allocations of CSBG for direct services will fund employment and education programming due to the costs associated with those programs. Income management, while a priority, receives funding from other funding sources and therefore will not receive a significant amount of CSBG for activities. Linkages will not receive CSBG funding for direct services.

**FY 2015 Direct Service Fund Allocations**

1.) Self-sufficiency	\$ 43,000
2.) Employment	\$ 150,000
3.) Education	\$ 150,000
4.) Income Management	\$ 2,000
5.) Linkages	\$ -0-
6.) Housing	\$ 105,000
7.) Nutrition	\$ 45,000
8.) Emergency Assistance	\$ 10,000
9.) Health	\$ -0-

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

The programs and services proposed for fiscal year 2015 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 LMCAP 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 2014-2015 CSBG service plans 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 and weatherization are also administered by CSR. CSBG funds are used to fund the Information Systems Analyst position, which provides IT support to LIHEAP and weatherization staff and serves as the system administrator for CASTiNET. CSBG funds also support LIHEAP by covering the costs associated with space rental at the Newburg Community Center and telephone charges.

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

**i. Sharing Necessary Information.** CSR certifies that it will share necessary client information and records within legal limitations. CSR works with a local non-profit agency to identify eligible participants for the All Seasons Assurance Plan (ASAP), an innovative energy subsidy program for low-income Metro Louisville residents. By integrating the CAP structure into CSR, the duplication of social services has diminished within Metro Government. The main tenet of this departmental grouping has been to avoid duplication of services and provide efficient and responsible use of funds. Intra-departmental communications have greatly increased within this department structure. The senior leaders and management team communicate regularly and discuss programs and services to increase coordination.

CSR 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. CSR 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 CSR 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, CSR uses standard procedure of referral to anyone of the Community Ministries once a client has exhausted LIHEAP resources allotted to their household. Community Ministries' referrals are standard during this process and Community Ministries will not serve a citizen until they have accessed any benefits available to them through LIHEAP.

**iii. Coordination with DCBS.** A representative of the local Department for Community Based Services (DCBS) office serves on CSR's tripartite board. The agency has a current Memorandum of Understanding outlining the relationship between CSR and the local DCBS office. Agency staff is aware of services offered through DCBS and efforts are made to avoid duplication of services on a case-by-case basis. The Regional Administrator is a member of the Neighborhood Place Operations Committee. DCBS staff are located within the department's Neighborhood Place and other governmental agencies.

The Family Economic Success (FES) Network, administered by CSR, is a partnership of local social service agencies whose mission is to serve as a catalyst for the transformation of social service delivery systems, through a network of collaborative community partners in order to increase opportunities for financial advancement for families at risk of child abuse and neglect. FES partner agencies include DCBS, the Center for the Study of Social Policy, Family and Children's Place, Goodwill- Power of Work, Jefferson County Public Schools, Home of the Innocents, Louisville Metro Housing Authority, Louisville Urban League, Family Scholar House, Center for Assessable Living, Housing Partnership Inc., Office of Vocational Rehab, Wayside Christian Mission, Metro United Way, Neighborhood Place, Project Warm, Bank On Louisville, Legal Aid Society of Louisville, Association of Community Ministries, and Louisville Free Public Library.

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

CSR remains committed to our initiatives focused on the needs of low-income youth. The nutritional needs of low-income youth are met through the Summer Food Service Program, the Metro After School Meals Program, and our Dare to Care site administered in our East office. CSR will administer preschool scholarships, youth enrichment scholarships, and youth services in the community in fiscal year 2015. CSR staff attend the annual Youth Opportunity showcase to provide community teenagers with information about seasonal employment opportunities, volunteer opportunities, and education and training opportunities. Many local initiatives focus on youth in Louisville Metro's areas with the highest crime rates.

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

#### **k. Services for Coordination and Linkages**

Louisville Metro has an abundant community of resources. Economic conditions and changes are posing challenges to the Louisville community to fine tune our competitive economic edge to attract businesses and other development, not only to Louisville, but to the larger region. CSR's continued participation by staff and leadership in local community groups and non-profits help CSR 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 CSR 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. The department 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.

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

**PLEASE SEE PRINT OUT**

**b. Strategic Plan**

**PLEASE SEE PRINT OUT**

**c. Customer Satisfaction Survey**

**PLEASE SEE PRINT OUT**

**4.) Agency Budget**

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

**PLEASE SEE PRINT OUT**

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

**PLEASE SEE PRINT OUT**

**c. Budget Narrative**

I. PERSONNEL:

A.) SALARIES / WAGES \$624,100

*Salaries and wages for direct service, support, and administrative staff (\$624,100)*

B.) FRINGE BENEFITS \$249,900

*Fringe benefits for direct service, support, and administrative staff (\$249,900)*

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

II. NON-PERSONNEL:

A.) SPACE COSTS \$5,200

*Space costs (\$4,200)*

*Space costs for special financial empowerment event (\$1,000)*

B.) EQUIPMENT \$-0-

C.) CONSUMABLE SUPPLIES \$13,500

*Office supplies for agency programs and administration (\$7,100)*

*Outreach and training supplies (\$4,800)*

*Postage for agency programs and administration (\$800)*

*Uniforms for program staff (\$800)*

D.) UTILITIES \$-0-

E.) TRANSPORTATION / TRAVEL \$14,400

*Car insurance for agency vehicles (\$2,450)*

*Maintenance and repair of agency vehicles (\$2,500)*

*Local travel costs and fuel (\$3,700)*

*Out of town travel costs (\$5,750)*

**F.) CLIENT SERVICES** **\$505,000**

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

*Transportation supports for senior citizens attending congregate meal sites (\$45,000)*

*Emergency assistance for individuals in financial crisis (\$10,000)*

*Accessibility improvements for seniors to support aging in place (\$75,000)*

*Adult education scholarships (\$75,000)*

*Preschool scholarships (\$75,000)*

*Transportation supports (\$10,000)*

*Housing supports (\$30,000)*

*Childcare supports (\$10,000)*

*Employment programs (\$150,000)*

*Youth enrichment programs (\$23,000)*

**G.) STAFF DEVELOPMENT** **\$8,215**

*Fees and registration costs associated with staff development and training (\$8,215)*

**H.) OTHER COSTS \$45,300**

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*Agency dues and registration fees (\$6,250)*

*Agency printing, copying, and production costs (\$11,850)*

*Advertising and PR (\$4,000)*

*Telephone, cellphone, and data services (\$17,200)*

*Microsoft Enterprise Licenses (\$6,000)*

**III. INDIRECT COSTS:**

**A.) N/A \$-0-**

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**TOTAL AGENCY BUDGET \$1,465,615**

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**B2 In-Kind Budget Narrative****1.) Salaries/Wages**

Value of approximately 2,000 volunteer hours @ \$7.25/hour working from all East location	\$14,500
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<u>TOTAL SALARIES/WAGES</u>	<u>\$14,500</u>
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**3.) Consultant/Contract Services**

Value of local media impressions focused on programs such as Community Action Month, Summer Food Service Program, utility assistance, career fairs, community outreach events, etc.	\$75,000
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<u>TOTAL CONSULTANTS/CONTRACT SERVICES</u>	<u>\$75,000</u>
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**4.) Space**

Value of donated office space at two district offices	
East district (Newburg Community Center) 1650 sq. ft.	\$13,200
South district (Southwest Government Center) 744 sq. ft.	\$1,500

<u>TOTAL SPACE</u>	<u>\$14,700</u>
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**11.) Other**

Value of donated food (Food donations from Dare to Care, Kroger, Kentucky Harvest, etc.)	\$200,000
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<u>TOTAL OTHER</u>	<u>\$200,000</u>
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**12.) Indirect**

Value of indirect costs from services provided by Louisville Metro Government (Total Personnel costs @ indirect rate of 17.42%)	\$152,250
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<u>TOTAL INDIRECT</u>	<u>\$152,250</u>
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<b>TOTAL IN-KIND GOODS AND SERVICES*</b>	<b>\$456,450</b>
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\*In-kind contributions are generated from non-Federal resources

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

**PLEASE SEE PRINT OUT**

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

**PLEASE SEE PRINT OUT**

**Administering Board Vacancy Update (as of 4/1/14, Prepared by Katina Whitlock)**

The Louisville Metro Community Action Partnership has submitted a request for the amendment of chapter 32 of the Louisville Metro Code of Ordinances Community Action Agency. The amendment requests that Section V, B state the following:

“The administering Board shall be broadly representative of the community, shall be composed of not less than fifteen (15) members, and shall be constituted in accordance with the requirements of 42 USCA 9910 and KRS 273.437. Public officer members as defined by those statutes shall be appointed by the Mayor in compliance with the requirements of those statutes. For the other types of members, the administering Board may institute through its Bylaws procedures for selection of Board members, provided such procedures comply with the above referenced statutes.”

The amendment is currently under review for approval by the County Attorney for Louisville Metro Government. Upon confirmation of requested changes, the proposed amendment must be submitted to Louisville Metro Council by a sponsoring council member for review and consideration of council vote to change LMCO 32.890.

Considering a reduced board of 15 members, CSR has one vacancy in its public sector and two in its private sector. A notice of vacancy and appointment by the Mayor of Louisville Metro Government has been submitted for the purpose of filling the public position. One representative has been identified for one of the private sector vacancies and will be recommended to the board for approval. Board members are developing a committee to identify areas of need and seek to fill the vacancy with expertise in those areas.

## 6.) Board Meeting Schedule for 2014

Listed below is the schedule of meeting dates for the Louisville Metro CAP Administering Board for the 2014 calendar year. **The Board typically meets bi-monthly on Thursdays between 12 noon-1:30 p.m.** Please mark these dates on your calendar. All meetings will take place at 810 Barret in the 1<sup>st</sup> Floor Conference Room, unless otherwise notified.

- Thursday, February 20, 2014 - 12 noon – 1:30 pm.
- Thursday, April 17, 2014 - 12 noon – 1:30 pm.
- Thursday, June 19, 2014 - 12 noon – 1:30 p.m.
- Thursday, August 21, 2014 - 12 noon – 1:30 p.m.
- Thursday, October 16, 2014 - 12 noon – 1:30 p.m.
- Thursday, December 18, 2014 - 12 noon – 1:30 p.m.

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

7.) Board Bylaws

# Louisville Metro



## **ADMINISTERING BOARD**

### **POLICIES AND PROCEDURES**

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

Rev: November 2008

## Table of Contents

<b>Page</b>		
Article I	Name and Description	5
Article II	Purpose and Function	6
Article III	Administering Board	8
Section 1	Powers and Duties	8
Section 2	Selecting and Establishing Priorities	10
Section 3	Operating Budget	10
Section 4	Staff Support	10
Section 5	Board Composition	10
Section 6	Public Sector Members	11
Section 7	Community Sector Members	12
Section 8	Private Sector Members	12
Section 9	Appeals Procedure	14
Section 10	Compensation	16
Section 11	Quorum	16
Article IV	Meetings	17
Section 1	Regular Meetings	17
Section 2	Special Meetings	17
Section 3	Notice of Meetings	17
Section 4	Meetings Open to Public	18
Section 5	Procedures	18
Section 6	Secret Ballot	18

Section 7	Removal from Membership	18
Article V	Officers of the Administering Board	20
Section 1	Officers	20
Section 2	Chairperson	20
Section 3	Vice Chairperson	20
Section 4	Secretary	20
Section 5	Finance Officer	21
Section 6	Vacancies in Offices	21
Section 7	Election of Officers	21
Article VI	Committees of the Administering Board	22
Section 1	Executive Committee	22
Section 2	Standing Committees	22
Section 3	Special Committees	24
Section 4	Membership	24
Section 5	Ratification of Action	24
Section 6	Quorum and Act	24
Section 7	Notice	24
Article VII	Powers of the Agency	25
Section 1	Planning and Administration	25
Section 2	Administration of Funds	25
Section 3	Delegation of Power	25
Section 4	Implement Programs	25
Section 5	Principle Community Services Agency	26
		Article
VIII	Administration of the Agency	27
Section 1	Executive Director	27

Section 2	Central Staff	27
Article IX	Fiscal Responsibility	29
Article X	Amendment of the Policies and Procedures	30
Section 1	Administering Board	30
Section 2	Interlocal Cooperation Agreement	30
Section 3	Notice	30

**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.

COMMUNITY NEEDS ASSESSMENT FORM COMMUNITY SERVICES BLOCK GRANT SFY 2015										
Agency Name:										
Agency Priority	Other Area Resources	NASCSP Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes		
				Services	Households	Services	Households			
2	Department for Employment Services, DCBS, Louisville Urban League, Career Resource Centers, KentuckianaWorks, Jefferson County Public Schools Career Assessment Center, Jewish Family & Career Services, Vocational Rehabilitation, NIA Center	1	<b>Employment</b> (activities designed to assist participants to secure and retain meaningful employment)					1.1.A Unemployed and obtained a job 1.1.B Employed and maintained a job for at least 90 days 1.1.C Employed and obtained an increase in employment income and/or benefits 1.1.D Achieved "living wage" and/or benefits 1.2.A Obtained skills/competencies required for employment 1.2.D Enrolled children in before or after school programs 1.2.E Obtained care for child or other dependent 1.2.F Obtained access to reliable transportation and/or drivers license 1.2.G Obtained health care services for themselves or a family member 1.2.H Obtained safe and affordable housing 6.5.E Information and referral calls		
			001	Requests referral and/or information for agency employment program	200					
			002	Requests referral and/or information for non-agency employment program	50					
			003	Requests referral and/or information for youth employment/opportunities	30					
			004	Requests referral and/or information for senior employment program	30					
			005	Participates in employment assessment session					150	
			006	Develops Employment Progress & Achievement Plan					125	
			007	Attends employment counseling (1 hour)					2000	
			008	Completes employment testing					25	
			009	Earns skill-related certification or completes employment training					75	
			010	Participates in WIA and/or application process					0	
			011	Utilizes employment assistance funds					55	
			012	Conducts job search					125	
			013	Utilizes assistance in removing employment obstacles					0	
			014	Employment Participant enrolls in State sponsored Child Care Subsidy Program					5	
			015	Employment Participant recertifies for State sponsored Child Care Subsidy Program					0	
			016	Obtains employment					55	
			017	Utilizes assistance with job retention					0	
			018	Retains employment for 6 months					40	
			019	Retains employment for 12 months					30	
			020	Obtains benefits or wage increase through employment					20	
			021	Participates in youth employment program/on the job training					0	
			022	Employment services follow-up					300	
<b>Employment Subtotals</b>				310		3005				

Agency Priority	Other Area Resources	NASCSPP Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes		
				Services	Households	Services	Households			
3	Jefferson County Public Schools Adult and Basic Education, Vocational Rehabilitation, Family Scholar House	2	<b>Education</b> (activities designed to assist participants to attain an adequate education)					1.2.B Completed ABE/GED and received certificate or diploma 1.2.C Completed post-secondary education program and obtained certificate or diploma 1.2.D Enrolled children in before or after school programs 1.2.E Obtained care for child or other dependent 6.3.1.3 Children participate in pre-school activities to develop school readiness skills 6.3.1.4 Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st grade		
			023	Requests referral and/or information for agency education program	75					
			024	Requests referral or information for non-agency education program	10					
			025	Requests referral and/or information for Head Start Program/preschool	25					
			026	Participates in educational assessment session					65	
			027	Develops Education Progress & Achievement Plan					55	
			028	Participates in educational counseling (1 hour)					250	
			029	Enrolls in adult literacy program					0	
			030	Enrolls in adult ABE/GED program					30	
			031	Enrolls in adult instructional program					0	
			032	Enrolls in degree program (count 1 time per quarter/semester)					40	
			033	Utilizes educational assistance funds/books/supplies/materials					0	
			034	Utilizes assistance to remove educational obstacles					24	
			035	Completes adult literacy program					0	
			036	Completes adult ABE/GED/other instructional program					17	
			37	Completes adult instructional program					0	
			038	Completes 1 quarter/semester post-secondary program					40	
			039	Obtains 2 year degreee and/or 4 year degree					15	
			040	Education services follow-up					200	
			<b>Education Subtotals</b>				110			736

Agency Priority	Other Area Resources	NASOSP Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes
				Services	Households	Services	Households	
	Bank on Louisville, Center for Women and families, Louisville Asset Building Coalition, Kentucky Domestic Violence Association	3	<b>Income Management</b> (activities designed to assist participants to make better use of available income including energy conservation)					1.3.1.1 Number and percent of participants who qualified for any Federal or State tax credit and the expected aggregated dollar amount of credits 1.3.1.3 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 1.3.2.1 Number and percent demonstrating ability to complete and maintain a budget for over 90 days 1.3.2.2 Number and percent of participants opening an Individual Development Account or other savings account
			041 Request referral and/or information for budget/credit counseling	100				
			042 Requests referral and/or information for legal services	5				
			043 Requests referral and/or information for clothing assistance	5				
			044 Requests referral and/or information about furniture/household items/materials	5				
			045 Requests referral and/or information for Food Stamp Program	5				
			046 Requests referral and/or information for TANF, EITC, Unemployment, SS, SSI	10				
			047 Requests referral and/or information for Child Support Program	5				
			048 Requests referral and/or information for holiday assistance	0				
			049 Participates in income management assessment session			75		
			050 Develops Income Management Progress & Achievement Plan			30		
			051 Attends budget/credit counseling			200		
			052 Attend budgeting workshop(s)			900		
			053 Applies budgeting/credit counseling plan			0		
			054 Receives energy conservation materials			1000		
			055 Utilizes agency tax preparation services (for non-seniors)			80		
			056 Utilizes agency tax preparation services (for seniors)			0		
			057 Applies/recertifies for energy assistance programs (not LIHEAP)			2000		
			058 Receives holiday assistance			0		
			059 Receives clothing assistance and/or personal items			0		
			060 Receives furniture/household items/materials			0		
			061 Receives food stamps			0		
			062 Participates in Individual Development Account (IDA) and/or other savings			4		
			063 Receives TANF/EITC/SS/SSI/Unemployment			0		
			064 Receives court-ordered child support			0		
			065 Income Management follow-up			90		
			<b>Income Management Subtotals</b>	135		4379		

Agency Priority	Other Area Resources	NASCSP Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes
				Services	Households	Services	Households	
	Louisville Metro Housing Authority, CSR, New Directions Housing	4	<b>Housing</b> (activities designed to assist participants to obtain and maintain adequate housing and a suitable living environment)					1.2.H Obtained safe and affordable housing 6.4.E Obtained safe and affordable housing 6.5.E Information and referral calls
			066 Requests referral and/or information for agency housing program	50				
			067 Requests referral and/or information for non-agency housing services	100				
			068 Participates in housing assessment			0		
			069 Develops Housing Progress & Achievement Plan			0		
			070 Utilizes agency security/utility deposit assistance			0		
			071 Utilizes Section 8 or other rental assistance			60		
			072 Develops housing plan/goals through KY Housing Corporation/USDA-Rural Development			0		
			073 Attends housing counseling (1 hour)			0		
			074 Attends prepurchase housing counseling (1 hour)			0		
			075 Attends foreclosure housing counseling (1 hour)			0		
			076 Attends housing seminar			0		
			077 Conducts housing search			10		
			078 Utilizes direct assistance in maintaining housing stability			0		
			079 Relocates to safe/more affordable housing			5		
			080 Obtains permanent housing			0		
			081 Purchases a home			0		
			082 Applies for weatherization service			75		
			083 Receives home weatherization service			50		
			084 Applies for home repair			100		
			085 Receives energy conservation services through Demand Side Management			0		
			086 Receives low interest loan for home repair			0		
			087 Receives home repair			75		
			088 Receives housing services and/or inspection for affordable housing program			0		
			089 Receives Housing Quality Standards inspection			0		
			090 Utilizes health and safety home enhancements (ie. smoke/carbon monoxide)			0		
			091 Housing services follow-up			10		
			<b>Housing Subtotals</b>	150		385	0	

Agency Priority	Other Area Resources	NASOSP Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes	
				Services	Households	Services	Households		
8	Community ministries, Neighborhood Place, Wayside Christian Mission, Dare to Care	5	<b>Emergency Services</b> (activities designed to assist participants to obtain emergency services through one time payments or short term loans to meet immediate and urgent individual and family needs, including health services, nutritious food, housing, and employment related services)					6.2.A Emergency Food 6.2.B Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources 6.2.C Emergency Rent or Mortgage Assistance 6.5.A Food boxes 6.5.E Information and referral calls	
			092	Requests referral and/or information for agency Emergency Services Program	18000				
			093	Requests referral and/or information for to non-agency emergency services	50				
			094	Requests referral and/or information for abuse intervention	10				
			095	Utilizes assistance in assessing emergency needs/resources			0		
			096	Applies for LIHEAP			15000		
			097	Receives Certificate of Financial Need (CFN)			1700		
			098	Receives emergency heating/cooling equipment			0		
			099	Receives agency emergency food bank/donated food			900		
			100	Receives assistance with emergency payments			13000		
			101	Receives assistance with non-monetary emergency needs or disaster needs			0		
			102	Applies for homeless program/shelter			0		
			103	Utilizes emergency shelter program			0		
			104	Utilizes transitional housing program			0		
			105	Develops strategies to avoid future emergencies			60		
			106	Emergency Services follow-up			1000		
			<b>Emergency Services Subtotals</b>				18060		

Agency Priority	Other Area Resources	NASCSPP Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes
				Services	Households	Services	Households	
	Dare to Care, Community Ministries	6	<b>Nutrition</b> (provide for the provision of Supplies or services, nutritious foodstuff and related services, as may be needed to counteract conditions of starvation and malnutrition)					1.2.1 Obtained food assistance 6.2.A Emergency food 6.3.1.2 Infant and child health and physical development are improved as a result of adequate nutrition 6.4.F Obtained food assistance 6.5.A Food boxes 6.5.B Pounds of food 6.5.E Information and referral calls
			107 Requests referral and/or information for agency nutrition program	100				
			108 Requests referral and/or information for non-agency nutrition programs	25				
			109 Requests referral and/or information for school/summer/hot meals or WIC referral	0				
			110 Participates in nutritional evaluation			10		
			111 Participates in nutritional education classes			0		
			112 Receives instruction/materials for safe food preparation/storage			0		
			113 Summer Food Service Program meal received by child			1800		
			114 Child participates in BackPack Program (Count annually)			0		
			115 Receives non-emergency food items			1500		
			116 Receives supplemental food/commodities			1500		
			117 Receives certification/recertification for commodities/nutritional programs			1500		
			118 Receives hot meals (congregate/home delivered)			20000		
			119 Participates in individual Garden/Seed Project			0		
			120 Nutrition services follow-up			0		
			<b>Nutrition Subtotals</b>	125		26310		

Agency Priority	Other Area Resources	NASCSPP Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes																																																																																																																																																																						
				Services	Households	Services	Households																																																																																																																																																																							
	Transit Authority of River City, Dismas Charities, DCBS, Metro United Way, Jefferson County Public Schools, Community Ministries	7	<p><b>Linkages</b> (activities designed to assist participants to achieve greater participation in the affairs of the community)</p> <table border="1"> <tr><td>121</td><td>Requests referral and/or information for agency linkages</td><td>0</td><td></td><td></td><td></td><td></td></tr> <tr><td>122</td><td>Requests general referral and/or information for non-agency program</td><td>0</td><td></td><td></td><td></td><td></td></tr> <tr><td>123</td><td>Request referral and/or information for advocacy with other programs</td><td>0</td><td></td><td></td><td></td><td></td></tr> <tr><td>124</td><td>Requests referral and/or information for agency senior programs</td><td>25</td><td></td><td></td><td></td><td></td></tr> <tr><td>125</td><td>Requests referral and/or information for agency non-educational youth 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economic development project				30		142	Enrolls in child care assistance program (non SS participant)				0		143	Linkages follow-up				0					<b>Linkages Subtotals</b>	255		112725			<p>2.2.D Increase in the availability or preservation of commercial services within low-income neighborhoods</p> <p>2.2.E Increase or preservation of neighborhood quality of life resources</p> <p>2.3.A Number of community members mobilized by community action that participate in community revitalization and anti-poverty initiatives</p> <p>2.3.B Number of volunteer hours donated to the agency</p> <p>3.1. Total number of volunteer hours donated by low-income individuals to community action</p> <p>3.2.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>3.2.B Number of low-income people acquiring businesses in their community as a result of community action assistance</p> <p>3.2.D Number of low-income people engaged in non-governance community activities or groups created or supported by community action</p>
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Agency Priority	Other Area Resources	NASCSPP Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes
				Services	Households	Services	Households	
	DCBS, Neighborhood Place, Center for Women and Families	8	<p><b>Self-Sufficiency</b> (provide activities that remove obstacles and solve problems and that are comprehensive long term programs of family development which will help achieve goals, solve problems and maintain self-sufficiency)</p>					1.2.E Obtained care for child or other dependent
			144 Requests referral and/or information for agency comprehensive Self-Sufficiency Program	60				
			145 Requests referral and/or information for non-agency Self-Sufficiency Program	15				
			146 S.S. participant requests referral and/or participates in child care assistance program	30				
			147 Self-Sufficiency participant requests referral and/or participates in parenting program	15				
			148 Participation in case assessment for comprehensive Self-Sufficiency Program			200		
			149 Utilizes case management services (1 hour, record each hour)			1000		
			150 Utilizes funds from comprehensive Self-Sufficiency Program			0		
			151 Comprehensive Self-Sufficiency Program follow-up			250		
			<b>Self-Sufficiency Subtotals</b>	120		1450		

Agency Priority	Other Area Resources	NASCS Category	Service Category Milestones	I & R		Direct		Agency Specific Performance Indicators/Outcomes
				Services	Households	Services	Households	
	Family Health Centers, Louisville Metro Health and Wellness	9	<b>Health</b> (provide on an emergency basis for the provision of goods or services, health care and related services, as may be needed to assure good health care)					
			152 Requests referral and/or information for agency health program/services	0				
			153 Requests referral and/or information for non-agency health programs/services	15				
			154 Requests referral and/or information for low-income health program (Medicaid, Medicare, KCHIP & free medication/vision/dental)	0				
			155 Requests referral and/or receives information for health care transportation	0				
			156 Receives health related assistance and/or receives monetary health costs			0		
			157 Receives Medicaid, Medicare, KCHIP			0		
			158 Utilizes assistance with health related heating/cooling equipment			0		
			159 Utilizes donated health equipment and/or personal care items			0		
			160 Health services follow-up			0		
			161 Request referrals and/or information for agency management program			0		
			162 Request referrals and/or information for non-agency income management program			0		
			<b>Health Subtotals</b>	15		0		
<b>Grand Totals</b>				19280		180650		
CSBG Director's/or Designee's signature: _____				Date: _____				

# Community Services and Revitalization 6 Year Strategic Plan



**FY13-FY19**

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

Dear Staff:

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

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

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

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

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

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

Virginia Peck  
Director, Community Services and Revitalization

**Table of Contents**

<b>Section</b>	<b>Page #</b>
I. Overview of Sections	4
II. Purpose/ Vision of Louisville Metro Government & Mayor's 5 Objectives	5
III. Department Vision/Mission & Core Services/Programs	6
IV. Department Objectives	8
V. Goals & Initiatives	9
VI. The Louisville Metro Planning Cycle & Calendar	15

## Overview of Sections

### **Vision for Louisville**

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

### **Mission**

Why the department exists within Metro and for the community.

### **Core Services/Programs**

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

### **Objectives**

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

### **Goals**

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

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

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

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

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

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

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

### Purpose and Vision of Louisville Metro Government

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

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

### Louisville Metro Government Objectives

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

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

**Community Services and Revitalization Vision**

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

**Department Mission Statement**

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

**Core Services/Programs:**

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

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

**Department Objectives**

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

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

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

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

Community Services and Revitalization Strategic Plan  
FY13-FY19

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

Community Services and Revitalization Strategic Plan  
FY13-FY19

7	Create jobs through economic development using CSR resources in collaboration with the Office of Economic Growth and Innovation.	1,2,5	3	Some CSR funding sources can reduce poverty and build community more effectively by harnessing entrepreneurship to develop small businesses and create jobs.	<ul style="list-style-type: none"> <li>• Consult with all State, Federal, and other funding providers to determine legal capacity of each source of funding to be used for economic development, completed no later than December 2014.</li> <li>• Shift usage of CDBG and other funding sources to small business/job creation by maximum feasible extent by FY2015.</li> </ul>
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**Mid-Long Term Goals (2-6yr)**

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

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

Community Services and Revitalization Strategic Plan  
FY13-FY19

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

Community Services and Revitalization Strategic Plan  
FY13-FY19

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

Community Services and Revitalization Strategic Plan  
FY13-FY19

<b>8</b>	Expand the number and improve access to quality Out of School Time (OST) opportunities for youth in our community.	1,5	1,4,5	Research shows that youth who participate in quality, structured out of school time programs are more likely to graduate from high school and less likely to get involved in risky behaviors (such as crime, violence, drugs, alcohol, etc.). So that youth will have the skills and education to be self-reliant, healthy, engaged and economically thriving	<ul style="list-style-type: none"> <li>• Collaborate with JCPS to expand the number of OST/JCPS Learning Centers providing educational enhancement by 20%</li> <li>• Develop and implement a youth jobs skills training program that provides opportunities for job shadowing and internships for 100 youth</li> <li>• Lead development of an OST "System" to coordinate youth programs and services</li> <li>• Implement Youth Program Quality Standards for all out of school time providers</li> <li>• Develop and implement a training institute to aid in professionalizing the field of youth work, which will reduce staff turnover</li> </ul>
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**\*Innovation Delivery Team supported goal** - *In 2011, Bloomberg Philanthropies awarded Louisville a \$4.8 million grant to help bring innovation and breakthrough ideas to improve city services. Louisville was one of five large cities to receive a grant, which will be matched by \$1.6 million in local money. The money funds our Innovation Delivery Team (IDT), which works full-time with departments on problem solving to achieve the IDT related goals.*

### Louisville Metro Government (LMG) Planning Cycle

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



### Louisville Metro Government Planning Calendar

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

**COMMONWEALTH OF KENTUCKY  
CABINET FOR HEALTH AND FAMILY SERVICES  
CSBG SFY 2015**

ATTACHMENT B1

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

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

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

**Complete if Carryover is included**

SFY 2015 allocation	\$	_____
Carryover amount	\$	_____
Carried from SFY		_____
Total	\$	_____

**Mark One:**

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

**NASCSP  
SERVICE CATEGORIES**

BUDGET / COST CATEGORIES	APPROVED BUDGET	CSBG ADMINISTRATION	EMPLOYMENT	EDUCATION / SCHOLARSHIP	INCOME MANAGEMENT	HOUSING	EMERGENCY SERVICES	NUTRITION	LINKAGES	SELF SUFFICIENCY	HEALTH	CURRENT MONTH EXPENDITURES	TOTAL EXPENSES YEAR- TO- DATE	AVAILABLE BALANCE
<b>I. PERSONNEL:</b>												0.00	0.00	0.00
A.) SALARIES / WAGES	624,100.00	139,100.00			39,000.00			133,000.00	72,500.00	240,500.00		624,100.00	624,100.00	0.00
B.) FRINGE BENEFITS	249,900.00	56,900.00			15,000.00			54,000.00	31,000.00	93,000.00		249,900.00	249,900.00	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	5,200.00								1,000.00	4,200.00		5,200.00	5,200.00	0.00
B.) EQUIPMENT												0.00	0.00	0.00
C.) CONSUMABLE SUPPLIES	13,500.00	2,400.00			200.00			200.00	4,700.00	6,000.00		13,500.00	13,500.00	0.00
D.) UTILITIES												0.00	0.00	0.00
E.) TRANSPORTATION / TRAVEL	14,400.00	4,200.00			100.00			500.00	4,450.00	5,150.00		14,400.00	14,400.00	0.00
F.) CLIENT SERVICES	505,000.00		150,000.00	150,000.00	2,000.00	105,000.00	10,000.00	45,000.00		43,000.00		505,000.00	505,000.00	0.00
G.) STAFF DEVELOPMENT	8,215.00	2,000.00			500.00				1,000.00	4,715.00		8,215.00	8,215.00	0.00
H.) OTHER COSTS	45,300.00	10,250.00			650.00		5,500.00	50.00	11,500.00	17,350.00		45,300.00	45,300.00	0.00
<b>III. INDIRECT COSTS:</b>												0.00	0.00	0.00
<b>TOTALS</b>	<b>1,465,615.00</b>	<b>214,850.00</b>	<b>150,000.00</b>	<b>150,000.00</b>	<b>57,450.00</b>	<b>105,000.00</b>	<b>15,500.00</b>	<b>232,750.00</b>	<b>126,150.00</b>	<b>413,915.00</b>	<b>0.00</b>	<b>1,465,615.00</b>	<b>1,465,615.00</b>	<b>0.00</b>
<b>APPROVED BUDGET</b>	<b>1,465,615.00</b>													

SFY 2015 Allocation

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

Carryover Amount

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

Total

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

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

Attachment B2  
SFY 2015

<b>CODE</b>	<b>BUDGET/COST CATEGORIES</b>	<b>PROJECTED EXPENDITURES BY BUDGET/COST CATEGORIES BY THE SFY (FROM ATTACHMENT B1)</b>	<b>AGENCY CERTIFICATION OF IN-KIND EXPENDITURES</b>
1	SALARIES/WAGES	624,100	14,500
2	FRINGE BENEFITS	249,900	
2	FRINGE BENEFITS		
3	CONSULTANT/CONTRACT SERVICE	0	75,000
4	SPACE COSTS	5,200	14,700
5	EQUIPMENT	0	
6	CONSUMABLE SUPPLIES	13,500	
7	UTILITIES	0	
8	TRANSPORTATION/TRAVEL	14,400	
9	CLIENT SERVICES	505,000	
10	STAFF DEVELOPMENT	8,215	
11	OTHER	45,300	200,000
12	INDIRECT	0	152,250
	<b>TOTAL PROJECTED EXPENDITURES</b>	<b>1,465,615</b>	<b>456,450</b>

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

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

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

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

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

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

Staff Title	Program Duties	Administration	Employment	Education	Income Management	Housing	Emergency Services	Nutrition	Linkages	Self-Sufficiency	Health
<b>Social Service Program Specialist</b>	<b>Administer Financial Education classes</b>				<b>100%</b>						
	<b>Provide financial case management</b>										
<b>Public Information Specialist</b>	<b>Faciliate agency PR efforts</b>								<b>100%</b>		
	<b>Communicate agency efforts and programs to the public</b>										



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

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

Staff Title	Program Duties	Administration	Employment	Education	Income Management	Housing	Emergency Services	Nutrition	Linkages	Self-Sufficiency	Health
Administrative Specialist	Partnership development  Data collection coordination  Coordinate partnership programmatic activities								100%		
Social Service Program Assistant	Support nutrition programs service delivery							100%			
Social Service Program Assistant	Support nutrition programs service delivery							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
Social Service Program Assistant	Support nutrition programs service delivery							100%			
Social Service Program Assistant	Support nutrition programs service delivery							100%			
Social Service Program Specialist	Coordinate and train nutrition program staff							100%			
Social Service Program Specialist	Coordinate and train nutrition program staff							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
Social Service Program Coordinator	Oversee compliance and general program administration of nutrition programs							100%			
Social Service Program Supervisor	Supervise nutrition program staff							100%			
Social Service Program Specialist	Administer direct services to youth							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
Social Service Program Specialist	Administer direct services to youth									100%	
Social Service Program Specialist	Administer direct services to program participants									100%	
Social Service Program Specialist	Administer direct services to program participants									100%	
Social Service Program Coordinator	Provide and coordinate direct services for high barrier populations									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
Social Service Program Coordinator	Provide direct services to individuals using Shawnee NRSA services									100%	
Administrative Assistant	Act as Community Liason to Shawnee Neighborhood  Provide general administrative support to agency programs and the board	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
Information Systems Analyst	Provide IT support for agency systems and staff	100%									
Grant Coordinator	Oversee compliance of CSBG programing	100%									
Business Accountant	Provide payroll and HR support for agency staff	50%									

Signatures:

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

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

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



<b><u>Attachment C 2015 MEMBERS OF THE BOARD OF DIRECTORS</u></b>		
<b><u>REPRESENTATIVES OF THE ELECTED PUBLIC SECTOR</u></b> (1/3 of the members)  Names, addresses and phone numbers :	<b><u>REPRESENTATIVES OF LOW-INCOME INDIVIDUALS AND FAMILIES</u></b> (at least 1/3 of the members)  Names, addresses and phone numbers:	<b><u>REPRESENTATIVES OF THE PRIVATE SECTOR</u></b> (the remainder of the members)  Names, addresses, and phone numbers:
Title of Public Official: The Honorable Greg Fischer, Mayor Louisville Metro Government 527 W. Jefferson St. Louisville, KY 40202 (502) 574-2003	Mr. Chris Locke 812-207-2296 4402 Mann Ave. Louisville, KY 40215	Ms. Janet A. Jernigan Just Solutions Mediation Services 410 W. Chestnut St., Ste. #628 Louisville, KY 40202-2324 502-581-1961
Title of Public Official: Tim Barry, Director Louisville Metro Housing Authority 420 S Eighth St. Louisville, KY 40203 502-569-3423	Ms. Jewell Douglas Howard 502-776-5127 1313 S. 36th Street Louisville, KY 40211	Mr. Jeff Been Legal Aid Society 416 W. Muhammad Ali Blvd. Louisville, KY 40202 502-614-3100
Title of Public Official: Ms. Jackie Stamps, Director Cab. for Health & Family Services 908 W. Broadway, 4 East Louisville, KY 40203 502-595-4732	Ms. Rose M. Robinson 502-968-9091 5203 Yew Lane Louisville, KY 40213	Mr. Jonathan Dooley 727 S. 40th Street Louisville, KY 40211 502-817-8491

<p>Title of Public Official:                  Catina Rivera, Internal Auditor                  Louisville Metro Office of Internal Audit                  609 West Jefferson Street                  Louisville, KY 40202                  502-574-3255</p>	<p>Ms. Lizabeth Mays-Baker                  502-262-7141                  3414 W Market St. #3                  Louisville, KY 40212</p>	<p><b>VACANT</b></p>
<p>Title of Public Official:                  Scott Love, Economic Development Coordinator                  Louisville Metro Economic Growth &amp; Innovation                  2900 W. Broadway, Suite 300                  Louisville, KY 40211                  502-574-1143</p>	<p>Jo Ann Orr                  502-447-0975                  1824 Oehrle Dr                  Louisville, KY 40216</p>	<p><b>VACANT</b></p>
<p><b>VACANT</b></p>		

Total Number of Seats 15 Number of Vacancies (Attach explanation of vacancies) 11 CFO Signature \_\_\_\_\_

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

**ROMA Logic Model  
National ROMA Peer-To-Peer Training Program**

**Organization: LMCAP/CSR**

**Program: Self-Sufficiency**

**Family**

**Agency**

**Community**

1	2	3	4	5	6	7	8
The community lacks comprehensive family case management services	Create and implement a comprehensive family case management program to 30 families from July 1, 2014 through June 30, 2015	The community gains comprehensive family case management services	30 out of 30 families, or 100% will gain access to comprehensive family case management services  24 out of 30, or 80% of families enrolled in services will successfully complete their case plans		Progress and Achievement plans  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.  Agency will provide monthly visit with family off-site or home visit.  Assessment toward goals every 90 days	Data entered at time of assistance.  90 day assessments completed by case managers  Quarterly Reporting
Individuals lack access to affordable childcare while working towards self-sufficiency goals	Provide payments on behalf of 15 program participants to qualified childcare providers for children between July 1, 2014 and June 30, 2015	Individuals gain access to affordable childcare while working towards self-sufficiency goals	15 out of 15, or 100% of program participants will obtain access to affordable childcare for their children		Application for childcare assistance  Verification of enrollment from childcare provider	Case managers maintain information in participant files and CASTiNET at time of service.  Assessments every 90 days	Data entered at time of assistance.  90 day assessments completed by case managers  Quarterly reporting
Individuals lack transportation while working towards self-sufficiency goals	Provide monthly transportation assistance to 35 families from July 1, 2013 to June 30, 2014	Individuals gain access to transportation while working towards self-sufficiency goals	35 out of 35, or 100% of individuals will obtain access to transportation while working towards self-sufficiency goals		Application for transportation assistance  Verification of assistance rendered	Case managers maintain information in participant files and CASTiNET at time of service.  Assessments every 90 days.	Data entered at time of assistance.  90 day assessments completed by case managers  Quarterly Reporting

<p>Low-income children lack enrichment opportunities</p>	<p>Provide enrichment scholarships to 25 children from July 1, 2014 to June 30, 2015</p>	<p>Low-income children gain enrichment opportunities</p>	<p>25 out of 25, 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 Monthly follow-up by case managers with participants Quarterly Reporting</p>
<p>Youth lack problem-solving and social interaction skills needed for success in academic and social environments and transition into adult life</p>	<p>50 children will participate in youth skill development services from July 1, 2014 to June 30, 2015  20 families of children in programming will participate in youth case management services from July 1, 2014 to June 30, 2015</p>	<p>Youth gain social skills for improved behavior in academic and social environments and transition into adult life</p>	<p>40 out of 50, or 80% of children will improve their social or emotional development  35 out of 50, or 70% of children will avoid risk taking behavior  35 out of 50, or 70% of children will reduce their involvement with the criminal justice system and school suspension  40 out of 50, or 80% of children will increase their academic, athletic, or social skills for school success</p>		<p>Participant pre and post surveys  Enrollment and active participation in after-school academic and athletic programs</p>	<p>Case record. Case manager inputs data on a weekly basis on service/outcomes  School attendance and behavior reports  Assessments every 90 days for case managed families</p>	<p>Weekly data entry by case managers into database  Monthly follow-up by case managers with participants  Quarterly reporting</p>
<p>The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.</p>						<p>□</p>	

**ROMA Logic Model  
National ROMA Peer-To-Peer Training Program**

**Organization: LMCAP/CSR**

**Program: Employment**

**Family**

**Agency**

**Community**

1	2	3	4	5	6	7	8
<p>People with criminal backgrounds need employment</p>	<p>30 people with criminal backgrounds will receive employment services including resume, interview, and application supports from July 1, 2014 to June 30, 2015</p> <p>10 people with criminal backgrounds will have charges expunged from July 1, 2014 to June 30, 2015</p>	<p>People with criminal backgrounds gain employment</p>	<p>25 out of 30, or 83% will obtain employment</p> <p>20 out of 25, or 80% will maintain employment for 90 days</p> <p>15 out of 30, or 50% will obtain living wage employment</p>		<p>Employment verification forms paystubs, employer letters</p> <p>Court verification of expungement</p>	<p>Case record. Case managers obtain verification from employers and maintain in participant's case file.</p>	<p>Weekly data input</p> <p>Monthly follow-up with participants</p> <p>Quarterly Reporting</p>
<p>Individuals lack specialized skills needed for employment</p>	<p>Provide specialized job training to 25 individuals from July 1, 2014 to June 30, 2015</p>	<p>Individuals gain specialized skills needed for employment</p>	<p>20 out of 25, or 80% will obtain certification in a specialized skill</p> <p>16 out of 20, or 80% individuals who complete specialized job training will obtain employment</p> <p>12 out of 20, or 60% will maintain employment for 90 days</p> <p>20 out of 20, or 100% 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</p> <p>Monthly follow-up with vendors/ 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</p> <p>Provide loans to 30 microenterprises</p>	<p>Low and moderate income entrepreneurs gain resources to open and sustain microenterprises</p>	<p>35 out of 50, or 70% of individuals will obtain specialized business training and certifications</p> <p>5 out of 30, or 17% will open their business for the first time as a result of assistance and obtain employment</p> <p>30 out of 30, or 100% of microenterprise owners will maintain employment for 90 days</p> <p>10 out of 30, or 33% will see an increase in their employment income</p>		<p>Certification certificates</p> <p>Training records</p> <p>Proof of business registration</p> <p>Proof of continued business activity via company records</p> <p>Tax documents</p> <p>Profit and loss statements</p>	<p>Case record. Case managers obtain certificates from participants or training vendors</p> <p>Case record. Case managers obtain from participant</p> <p>Case record. Case managers obtain from participant or participant's accountant</p> <p>Case record. Case managers obtain from participant or participant's accountant</p>	<p>Weekly data input</p> <p>Bi-monthly monitoring of loan recipients</p> <p>Quarterly reporting</p>
<p>The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.</p>						<p>□</p>	

**ROMA Logic Model  
National ROMA Peer-To-Peer Training Program**

**Organization: LMCAP/CSR**

**Program: Education**

**Family**

**Agency**

**Community**

1	2	3	4	5	6	7	8
Individuals lack financial supports needed for college enrollment	Provide 24 scholarships to college seniors from July 1, 2014 to June 30, 2015	Individuals gain financial supports needed for college enrollment	15 out of 24, or 62% of participants will graduate from college before June 30, 2015		Student Records Verification of degree attainment	Case managers follow up with scholarship recipients each quarter/semester and maintain records in participant case file  Case managers follow up with school to confirm graduation and obtain verification	Weekly data entry Monthly follow-up with participants Quarterly reporting
Families lack access to affordable, quality pre-school programs for their children	Provide 15 pre-school scholarships to families from July 1, 2013 to June 30, 2014	Families gain access to affordable, quality pre-school programs for their children	15 out of 15, or 100% of families will obtain access to affordable, quality pre-school programs for their children  8 out of 15 children enrolled in pre-school, or 53% of children will be prepared to enter Kindergarten		Proof of enrollment from pre-school  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	Data entered at time of assistance. Monthly follow-up with participants Quarterly reporting
Individuals lack the financial resources need to obtain GEDs	Provide 20 GED scholarships to eligible students from July 1, 2014 to June 30, 2015	Individuals gain the financial resources needed to obtain GEDs	17 out of 20, or 85% of participants will obtain their GED before June 30, 2015		GED Certificates GED Test Scores Confirmation from GED provider	Case managers follow up with scholarship recipients on a monthly basis and maintain records in participant case file and CASTiNET	Monthly follow-up with participants Quarterly reporting
<p>The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.</p>						<input type="checkbox"/>	

**ROMA Logic Model  
National ROMA Peer-To-Peer Training Program**

**Organization: LMCAP/CSR**

**Program: Income Management**

**Family**

**Agency**

**Community**

1	2	3	4	5	6	7	8
Individuals lack financial tools and resources for money management	<p>40 people will enroll in Finance 4 U from July 1, 2014 to June 30, 2015</p> <p>16 people will enroll in Dave Ramsey's Financial Peace University classes from July 1, 2014 to June 30, 2015</p>	Individuals gain financial tools and resources for money management	<p>24 out of 40, or 60% will graduate Finance 4 U programing.</p> <p>18 out of 24, or 75% will maintain a budget for 90 days</p> <p>8 out of 16, or 50% will graduate Financial Peace University</p> <p>4 out of 8, or 50% will maintain a budget for 90 days</p> <p>4 out of 8, or 50% will show an increase in savings</p>		<p>Attendance records (Determines graduation eligibility)</p> <p>Graduation certificates</p> <p>Budget sheets</p> <p>Bank statements or other documentation showing savings</p>	<p>Attendance records. Case manager maintains attendance records in program file</p> <p>Case record. Case manager obtains verification from participants and maintains in participant's case file and CASTiNET</p>	<p>Weekly data input</p> <p>Quarterly follow-up with participants</p> <p>Quarterly Reporting</p>
Families lack the financial tools and resources to pay their water bill on time	Recruit 50 families to engage in financial case management from July 1, 2014 to June 30, 2015	Families gain the financial tools and resources to pay their water bill on time	<p>25 out of 50, or 50% will engage and complete financial case management</p> <p>15 out of 25, or 60% will reach 3 or more identified financial milestones</p> <p>15 out of 25, or 60% will maintain a budget for 90 days</p>		<p>File notes</p> <p>Financial Health assessment &amp; action plan</p> <p>Budget sheets</p>	Case manager maintains information in participant files and CASTiNET at time of service.	<p>Weekly data input</p> <p>Monthly follow-up by case managers with participants</p> <p>Quarterly Reporting</p>

<p>Nonprofit community partners lack capacity to engage program participants in financial education</p>	<p>Schedule one financial education session per month for the program participants of nonprofit community partners from July 1, 2014 to June 30, 2015</p>	<p>Nonprofit community partners gain capacity to engage program participants in financial education</p>	<p>8 out of 12, or 66% of workshops are held and attended</p>		<p>Financial education session request forms from community partners  Attendance records from workshops</p>	<p>Program file. Staff maintains request forms and attendance records in case file. Services entered into CASTiNET in bulk.</p>	<p>Quarterly data input  Quarterly Reporting</p>
<p>The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.</p>						<p>□</p>	

**ROMA Logic Model  
National ROMA Peer-To-Peer Training Program**

<b>Organization: LMCAP/CSR</b>		<b>Program: Housing</b>		<input checked="" type="checkbox"/> <b>Family</b>		<input type="checkbox"/> <b>Agency</b>	<input type="checkbox"/> <b>Community</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
Families lack housing stability while working towards self-sufficiency goals	Provide rental assistance to 15 families engaged in comprehensive family case management services from July 1, 2014 to June 30, 2015	Families obtain housing stability while working towards self-sufficiency goals	15 out of 15, 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  Monthly follow-up by case managers with participants and landlords  Quarterly Reporting
Senior citizens cannot age in place in their homes due to accessibility barriers	Provide accessibility and safety improvements to the homes of 15 senior citizens from July 1, 2014 to June 30, 2015	Senior citizens can age in place in their homes	10 out of 15, or 66% of seniors will remain in their homes during the program year as a result of increased accessibility and safety		Before and after assessment of accessibility and safety of the home  Follow up at the close of the fiscal year to ensure continued occupancy of home	Program manager completes before and after assessment of home accessibility and safety  Program manager follows up at the close of the fiscal year to ensure continued occupancy	Data input into database as services are rendered by program manager  Quarterly reporting  Follow-up at close of the fiscal year with participants
The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.						<input type="checkbox"/>	

**ROMA Logic Model  
National ROMA Peer-To-Peer Training Program**

**Organization: LMCAP/CSR**

**Program: Nutrition**

**Family**

**Agency**

**Community**

1	2	3	4	5	6	7	8
Senior citizens and people with disabilities lack access to nutritious food	80 senior citizens and people with disabilities will receive monthly transportation assistance to help get them to congregate meal sites around the city for the period of July 1, 2014 to June 30, 2015	Senior citizens and people with disabilities gain access to nutritious food	80 out of 80, or 100% of eligible individuals will gain access to nutritious food via congregate meal sites		Attendance logs at congregate meal sites	Program Manager reviews attendance logs to verify eligibility monthly	Monthly data input into CASTiNET  Quarterly bulk reporting of meals served
Children on free and reduced lunch lack access to nutritious food over summer break	Provide meals to 1500 children on free and reduced lunch from July 1, 2014 to June 30, 2015	Children on free and reduced lunch gain access to nutritious food over summer break	1000 out of 1000, or 100% of children obtain access to nutritious food over summer break		Monitoring forms from food sites	Staff obtains monitoring forms during weekly visits at food sites  Program coordinator maintains records of meals and children served in site files	Bulk reporting into database completed when program closes
<p>The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.</p>						<input type="checkbox"/>	

**ROMA Logic Model**  
**National ROMA Peer-To-Peer Training Program**

**Organization: LMCAP/CSR**

**Program: Emergency Services**

**Family**

**Agency**

**Community**

1	2	3	4	5	6	7	8
Families face eviction or utility shut off	Provide 15 families with emergency rental and utility services	Families prevent eviction or utility shut off	15 out of 15, or 100% of families will avoid eviction or utility shut off		Rental/Utility checks cut  Participant report	Case managers assure payment will secure housing/utilities for at least 30 days  Program administrators monitor rental and utility checks cut	Entry into agency software at time of service  Monthly payment monitoring  Quarterly reporting
<p>The mission of the Community Services and Revitalization Department is the revitalization of Louisville Metro communities by assisting low to moderate income residents of Metro Louisville in need with economic assistance, social services, and affordable housing with the goal of making them safe and self-sufficient. Our staff works with Federal, State, and other Metro governmental departments, non-profit organizations, private citizens, and local businesses to achieve our goals.</p>						<input type="checkbox"/>	

# Strategic Planning and Performance Report (SPP Report)

Name of Agency Reporting: LMCAP/CSR

Reporting Period:

July 1, 2014 to June 30, 2015

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

National Performance Indicator 1.1 (Guide Pages 16-18)	I.) Number of Participants Enrolled in Program(s)	II.) Number of Participants Expected to Achieve Outcome in Reporting Period (Target)	III.) Number of Participants Achieving Outcome in Reporting Period (Actual)	IV.) Percentage Achieving Outcome in Reporting Period [III/II=IV]	
Employment	(#)	(#)	(#)	(%)	
The number and percentage of low-income participants who get a job or become self-employed, as a result of Community Action Assistance, as measured by one or more of the following:					
A. Unemployed and obtained a job	60	47			Case management programming, Microbusiness
B. Employed and maintained a job for at least 90 days	75	62			Case management programming, Microbusiness
C. Employed and obtained an increase in employment income and/or benefits	75	30			Case management programming, Microbusiness
D. Achieved "living wage" employment and/or benefits	60	35			Case management programming, Microbusiness
National Performance Indicator 1.2 (Guide Pages 21-24)	I.) Number of Participants Enrolled in Program(s)	II.) Number of Participants Achieving Outcome in Reporting Period			
Employment Supports	(#)	(#)			
The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from Community Action, as measured by <u>one or more</u> of the following:					
A. Obtained skills/competencies required for employment	#	#			Short-Term Job Training, Microbusiness
B. Completed ABE/GED and received certificate or diploma	#	#			GED Scholarship, case management programming
C. Completed post-secondary education program and obtained certificate or diploma	#	#			College Scholarship, Case management programming
D. Enrolled children in before or after school programs	#	#			Youth Enrichment Scholarships, Youth outreach and education
E. Obtained care for child or other dependent	#	#			Preschool Scholarships, Childcare supportive services, Youth Enrichment Scholarships
F. Obtained access to reliable transportation and/or driver's license	#	#			Transportation supportive services
G. Obtained health care services for themselves or a family member					
H. Obtained and/or maintained safe and affordable housing	#	#			Housing supportive services
I. Obtained food assistance	#	#			Dare to Care
J. Obtained non-emergency LIHEAP energy assistance	#	#			LIHEAP
K. Obtained non-emergency WX energy assistance	#	#			Weatherization
L. Obtained other non-emergency service (State/local/private energy programs. <b>Do Not Include LIHEAP or WX</b> )	#	#			Housing supportive services

# Strategic Planning and Performance Report (SPP Report)

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

<b>National Performance Indicator 1.3</b> (Guide Pages 27-29) <b>Economic Asset Enhancement and Utilization</b>  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)	II.) Number of Participants Expected to Achieve Outcome in Reporting Period (Target)	III.) Number of Participants Achieving Outcome in Reporting Period (Actual)	IV.) Percentage Achieving Outcome in Reporting Period	V.) Aggregated Dollar Amounts (Payments, Credits or Savings)	
	(#)	(#)	(#)	%	\$	
<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	100	80				VITA Site
B. Number and percent of participants who obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments						
C. Number and percent of participants who were enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings	2300	2300				ASAP
<b>UTILIZATION</b>						
D. Number and percent participants demonstrating ability to complete and maintain a budget for over 90 days	57	37			N/A	Income Management
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	8	4				Income Management
G. Number and percent of participants capitalizing a small business with accumulated savings or other savings	30	30				Microbusiness
H. Number and percent of participants pursuing post-secondary education with accumulated IDA or other savings						
I. Number and percent of participants purchasing a home with accumulated IDA or other savings						
J. Number and percent of participants purchasing other assets with accumulated IDA or other savings						

Strategic Planning and Performance Report (SPP Report)

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

# Strategic Planning and Performance Report (SPP Report)

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

National Performance Indicator 2.1 (Guides Pages 32-35) <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	#	#	Employment supports for ex-offenders, comprehensive family case management
B. Accessible "living wage" jobs created or saved from reduction or eliminatin in the community	#	#	Employment supports for ex-offenders, comprehensive family case management
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	#	#	Youth Enrichment Scholarship; Youth Case Management
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	#	#	GED Scholarship

# 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> (Guide Pages 37-39) <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	#	#
		CDBG Community Center Improvements
		Microbusiness
		Microbusiness
<b>National Performance Indicator 2.3</b> (Guide Pages 41) <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	#	Department program volunteers
B. Number of volunteer hours donated to the agency (This will be ALL volunteer hours)	#	Department program volunteer hours
<b>National Performance Indicator 2.4</b> (Guide Pages 43) <b>Employment Growth from ARRA funds</b>	<b>I.) Number of Jobs</b>  (#)	
The total number of jobs created or saved, at least in part by ARRA funds, in the community		
A. Jobs created at least in part by ARRA funds		
B. Jobs saved at least in part by ARRA funds		

Strategic Planning and Performance Report (SPP Report)

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

# 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> (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>#</p>	<p>Department low-income volunteers</p>
<p><b>National Performance Indicator 3.2</b> (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>#</p>	<p>Low-Income board members, Microbusiness board members</p>
<p>B. Number of low-income people acquiring businesses in their community as a result of community action assistance</p>	<p>#</p>	<p>Microbusiness</p>
<p>C. Number of low-income people purchasing their own home in their community as a result of community action assistance</p>		
<p>D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action</p>	<p>#</p>	<p>CSBG planning participants, Microbusiness</p>

Strategic Planning and Performance Report (SPP Report)

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

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

## 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.**

# Strategic Planning and Performance Report (SPP Report)

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

National Performance Indicator 5.1 (Guide Page 52)	I.) Resources 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	#

Strategic Planning and Performance Report (SPP Report)

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

## 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> (Guide Pages 55)		<b>I.) Number of Vulnerable Individuals Living Independently (#)</b>
<b>Independent Living</b> 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> (Guide Pages 59-62)	<b>I.) Number of Individuals Seeking Assistance</b>	<b>II.) Number of Individuals Receiving Assistance</b>	
	<b>(#)</b>	<b>(#)</b>	
<b>Emergency Assistance</b> The number of low-income individuals served by community action who sought emergency assistance and the number of those individuals for whom assistance was provided, including such services as:			
A. Emergency Food	#	#	Dare to Care
B. Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources	#	#	LIHEAP
C. Emergency Rent or Mortgage Assistance	#	#	Emergency Assistance
D. Emergency Car or Home Repair (i.e. structural, appliance, heating system, etc.)	#	#	Home Repair
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> (Guide Pages 44-49) <b>Child and Family Development</b>	I.) Number of Participants Enrolled in Program(s)	II.) Number of Participants Expected to Achieve Outcome in Reporting Period (Target)	III.) Number of Participants Achieving Outcome in Reporting Period	IV.) Percentage Achieving Outcome in Reporting Period
	(#)	(#)	(#)	(%)
<b>INFANTS &amp; CHILDREN</b>				
A. Infants and children obtain age appropriate immunizations, medical and dental care				
B. Infant and child health and physical development are improved as a result of adequate nutrition	1800	1800		
C. Children participate in pre-school activities to develop school readiness skills	15	15		
D. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade	15	8		
<b>YOUTH</b>				
E. Youth improve health and physical development				
F. Youth improve social/emotional development	50	40		
G. Youth avoid risk-taking behavior for a defined period of time	50	35		
H. Youth have reduced involvement with criminal justice system	50	35		
I. Youth increase academic, athletic or social skills for school success	50	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				

Summer Lunch

Preschool Scholarships

Preschool Scholarships

Youth Programs

Youth Programs

Youth Programs

Youth Programs

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

Youth Enrichment Scholarships, Youth outreach and education

Preschool Scholarships, Childcare supportive services, Youth Enrichment Scholarships

Transportation supportive services

Housing supportive services

Dare to Care

LIHEAP

Weatherization

Housing supportive services

## Strategic Planning and Performance Report (SPP Report)

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

<b>National Performance Indicator 6.5</b> (Guide Pages 72-74)	<b>I.) Number of Services</b>
<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	#

Summer Lunch, Senior Nutrition

Dare to Care

Uniforms

Senior Transportation, Transportation supportive services

All referrals

***Stakeholder, Staff, and Community Planning Meeting Breakout Session Comments  
Also includes comments from online Citizen Engagement Survey Responses***

**Homelessness**

***WORKING?***

- Emergency financial assistance.
- Permanent supportive housing with individualized case management services.
- Individualized case management.
- Coordination of services through the Continuum of Care by the Coalition of the Homeless and Metro CSR.
- HEARTH Act has led to more strategic analysis and policies.
- Permanent Supportive Housing and Housing First models have been very successful in Louisville. (i.e. Phoenix Health Centers SAMHSA and Rx: Housing initiatives).
- There is a good base of private landlords and property owners who are willing and able to work with Section 8, Shelter Plus Care, and HOME TBRA to house the "hardest to house."

***NEEDS?***

- More subsidized, affordable housing.
- Increased funding for services, more strategic fundraising efforts for non-federal sources.
- Increased payee services for homeless and those with mental disabilities. GuardiaCare is the only resource offering payee services and they are currently operating at full capacity.
- Help for working, homeless clients living in shelters. The shelter system and work schedules are not compatible for those needing a shelter bed each night.
- Long-term case management.
- Resources for elderly on disability or social security, there is a need for long-term care facilities.
- More prevention services and strategies that focus on keeping people in their homes to avoid homelessness should be employed.
- To better connect clients with financial empowerment services.
- Regular, updated information on available services and housing must be made easily available system-wide to facilitate referrals.
- Service providers need to partner more to expand impact and avoid duplication of services.
- Ability to effectively serve those with felony records- especially with housing and job placement. Certain populations, such as sex offenders, cannot access services.
- More job training/placement services for people experiencing homelessness. Create partnerships with employers.
- Need for afternoon/evening drop-in shelter services (like St. John's) for those who do not wish to stay at overnight shelters but need a safe environment.

***NOT WORKING/BARRIERS?***

- Services must focus on sustainability of clients leaving shelter system and those seeking assistance. After services are provided, clients can't sustain on their own. There becomes a vicious cycle as they return time and time again for assistance. Self-sufficiency is not being achieved for a large majority of clients. They seem to be continuously "laundered" through programs. We also seem to have a "revolving door"-services are not providing long-lasting help.

- Agencies are not communicating enough with the business community to solicit donations and support, especially for match dollars.
- Metro emergency assistance payment process. Clients present during active crisis- the Metro process to provide assistance is significantly delayed and potentially puts clients into a worse situation while vendor is awaiting payment. CSR doesn't really offer "emergency" services.
- Needs of growing youth and young adult homeless population must be more strategically addressed.
- HUD definition of homeless definition a barrier to services for families and individuals; it excludes Department of Education McKinney-Vento definitions that include doubled-up households.
- Most supportive housing units are not located in safe neighborhoods.
- LG&E deposits are a barrier for resettled refugees and homeless transitioning to housing. Use of General Funds to assist would be appropriate.
- Access to TARC/transit an issue for seeking services/jobs/housing both in terms of cost and availability/schedules.
- Gender separation of couples/families in shelters is problematic. There are not enough family beds in shelters.
- Regulations governing homeless services funds restrict innovation and creativity in services and prevent serving all in need.

#### **RECOMMENDATIONS**

- Partner with rental agencies to provide "supportive leases" for rental units that coordinate with a clients' path towards self-sufficiency (e.g. lower rent for 3 months and gradual increases).
- Revise the Family Self-Sufficiency Program to increase retention rates. Consider requiring mandatory enrollment into the Family Sufficiency Program when people seek CSR services.
- Development of large CSR team meetings to discuss improving client flow through and between programs and better coordination department services for families.
- Set aside general funds for short-term hotel/motel stays for people first experiencing/ immediately at risk of homelessness
- Acquire vacant homes and sell for \$1 to homeless families.
- Consider placing people in a rent-to-own program.
- Devise more/better ways to connect folks with our financial empowerment programs.
- Revise General Fund-supported program policies to be more inclusive or to be more easily accessible to families (as opposed to HUD-funded programs where criteria are strictly set).
- Explore increasing Single Room Occupancy (SRO) units.
- CDBG Public Service resources should be used to pay for Permanent Supportive Housing case management- not utility bills at a small non-profit. CSR should invest resources in what has proven to work- ending homelessness through permanent supportive housing.

## **Youth Programming/Out of School Time Initiatives**

### **WORKING?**

- “What is working? Nothing is Working”
- After-school programs that involve sports and recreation help keep youth out of trouble.
- Job Placement (through Kentuckiana Works?)
  - Gives youth an opportunity to work
  - Allows youth to determine what they want to do in the future
    - Job shadowing
    - Job mentoring
    - Apprenticeships
  - Community and school improvement projects that use resident-led groups increase community engagement with schools
- Boys & Girls Clubs
- Community Centers
- Cabbage Patch

### **NEEDS?**

- Need more opportunities for ESL populations and additional training for service providers in best practices working with these youth.
- Increased collaboration between service providers.
- More direction from Metro on policies, priorities, and goals for OOST programs. CSR needs to clearly define how it measures program impacts. There needs to be an overall OOST program/initiative directing services and identifying needs.
- Children need more support/programming to assist in their transition years (e.g. middle school to high school, elementary school to middle school)
- More organized, structured programming should be available for younger children who do not have access to afterschool childcare. (JCPS says 9 year olds can be home alone).
- Increased summer programming with educational value to prevent the learning losses that occur on the summer break.
- Need comprehensive resource guide on available youth services.
- Need better services available for youth in criminal justice system.
  - Agencies feel that they cannot assist offenders with their mandatory getting community service hours if they do not have adequate staff to monitor them.
  - Offenders need subsidies to pay for mandatory classes after offenses (For example, post-DUI class costs \$60 at Seven Counties; those that can't afford to pay will not participate)
  - “The biggest youth program is the Jefferson County Youth Center.”
- Need to support and treat youth with respect and making feel as a productive part of the community regardless of education or income level
- Need programming that supports young adults, especially those aging out of foster care
- Need to recruit more adult volunteers to assist with OOST programs.
- Parenting classes are needed. Parents feel that they have no control over their kids and they need help.
- Tutoring is needed for all age groups.
- Louisville needs more intense programs tailored for African-American boys. In 2011, African-American males in elementary were suspended at a much higher rate than white males (30% vs.

1%) This is a social and academic problem. If this is a pattern over years, the question becomes why? Is this indicative of the "prison pipeline" right here in Louisville?

- OOST programs should be staffed by younger adults who can connect better with youth and serve as role models.
- CSR needs an Office of Youth Development because of the education crisis, delinquency issues, and violence among youth in the city. The Office for Youth Development was successful when it existed.

### **NOT WORKING/BARRIERS?**

- Insufficient funding.
- Teenagers feel too old to participate in OOST programs/activities.
- CSR has not asked organizations to assist with OOST initiatives in a comprehensive fashion. Things have been siloed and communication is lacking
- Better transportation to programs and services is needed- it is the #1 barrier to participation. JCPS bussing is especially inefficient; some programs over by the time kids get there
- Why was the Youth Department shut down? This department dealt with all of the issues we are discussing.
- Resistance from parents to children's participation.
- A lack of volunteers for youth programs.
- CSR lacks a strong presence with youth.
- Metro Parks Community Centers are underutilized. Metro Parks used to do a lot for youth but stepped back and a lot of programs are no longer available. Why has their role minimized? Why can't we re-establish a parks presence in youth programming? Children are not using the programs they are offering now.
- There are no extracurricular activities at schools (e.g. debate, chess, sports) children have to go to outside organizations to do these.
- Why can't all public schools be utilized after 2:30 PM? We have all of these great facilities that are not being utilized to their full potential. Why cannot CSR be able to utilize the schools?

### **RECOMMENDATIONS**

- Find ways to collaborate with JCPS to give kids credit for participating in certain OOST activities
- Programs should be evaluated based on evidence-based quality standards.
- Funding needs to be based on outcomes.
- Metro should help facilitate inter-agency collaboration and serve as source of comprehensive information about programs and services available.
- Create a youth services resource guide.
- Create new partnerships with businesses for summer job programs. Link service agencies and their clients to those businesses.
- Develop program for teens to volunteer at Community Centers that they can use to gain work experience.
- A database should be maintained which lists what volunteers are needed for, what skills are necessary and then match that with those looking to volunteer.
- Programs need to be restructured to involve technology. Kids use smart phones and social media. We need to incorporate these technologies because that is how kids are spending their free time.
- Hold youth forums at school throughout the city so students can help identify their own needs.

- Community Centers should not charge fees for activities. There are low to no cost options but there is only specific number of spots and they fill up extremely quickly.
- Community Centers should collaborate with schools.
  - JCPS Family Resource Centers (FRC) may have a program with only 20 slots available, but 80 interested students; FRC should be able to collaborate with community centers to provide options to remaining 60 students
  - If Community Centers cannot be open, schools can be used as community centers
- Community Centers should abandon residential restrictions
  - Student who may want to get away from his neighborhood is turned away from community center because he doesn't live within assigned area for that center – may lead student back into violence or unhealthy lifestyle.
- CSR has mapped all of the community centers (both Metro and non-Metro) and there are very apparent gaps where there are no community centers. Look in the community for additional locations to host OOST programs, especially in areas where there are no community centers. CSR can partner with the churches or other community-based agencies for them to offer community center services to youth in that area. CSR can furnish one paid staff person at each site to oversee the program and maybe church members could volunteer to work with youth in sports and activities.
- Create a service provider forum (“Youth Services Network”) where agencies that serve youth can regularly collaborate on funding strategies, discuss issues encountered and build relationships. This forum could also be used to evaluate external agency applications.
- OOST programs should include family activities that allow parent interactions with kids.
- Use citizen advisory boards to inform planning and decisions
- Enlist assistance of Faith-based organizations
- Host a Youth Event similar to Mayor’s Give a Day that allows all youth agencies and caring individuals to come together for a common purpose
- Ensure food is available at after-school programs.
- Offer dances (student attendees at Community Planning Session were very much in agreement that this would be something they’d like to have available to them)
- Focus on retention in OOST programs. What keeps youth coming back?
  - Internal community (i.e., make them feel like part of a group)
  - Give them time and opportunities to socialize/talk with one another
  - Give a common identity/something in common
- Expose youth to young mentors so that success doesn’t seem so far away
- Programs should provide incentives for participation to kids.
- Need to encourage CSR staff to volunteer on a weekly or monthly basis. CSR should make a commitment to a number of volunteer hours per week / month by CSR staff. CSR should build an ongoing relationship with a school / youth organization. It should not just be “Give A Day” but all year round.

## **Vacant and Abandoned Properties/Community Development**

### **WORKING?**

- Metro efforts have led to increased community awareness of the issue.
- Metro's recognition of need for active strategies/policies/funding to address VAP problem.
- The recent HOME NOFA specifically addressed the issue of rehabilitating/acquiring vacant and abandoned properties.
- The Landbank has gotten better; there is expedited communication about its work and increased acquisition of property.
- Nothing. "Where I live (California Neighborhood), my block only has three houses with people in them. You have to go through so many things to get the city to do anything about the yards/properties that are vacant. Abandoned properties are hurting my property -trees falling over into my yard- but the city comes onto my block and writes me fines when I'm trying to take care of my property and ignoring all the vacant problem properties around me."
- Rehabilitating VAPs leads to reduction in crime.

### **NEEDS?**

- Comprehensive community education about VAPs, Metro government role, legal issues encountered.
- Eliminate urban myths about vacant property ownership (e.g. the city has control of all VAPs).
- More funding for VAP acquisition and rehabilitation.
- More outreach/marketing of existing Landbank/City-owned properties. Wider dissemination of regularly updated inventory list.
- Non-profit developers need to be able to acquire properties "quicker and cleaner."
- Funding is needed that allows ordinary individuals to borrow without requiring collateral backing. (An issue due to low appraised values.)
- Fair housing accommodation requires some changes to the land development codes that will allow affordable housing throughout community.
- Increased cooperation between entities is needed to facilitate neighborhood redevelopment. (public and private sector). This requires reaching out to involve other entities and institutions (more aggressive civic engagement, new sources of funding that are non-mainstream for the non-profit sector) to support development within distressed neighborhoods
- Comprehensive data about vacant and abandoned properties needs to be made available to people in the neighborhoods, ministries, private and public sector, etc. so that a better "big picture" of the issue can be gleaned.
- More readily available training/resources for family members who are not sure what to do with properties following the death of a homeowner relative.
- There needs to be a simplified mechanism for giving away homes
- Economic development is key to VAP revitalization, especially in West Louisville. If businesses invest in neighborhoods, homebuyers will follow.
- Better marketing about available properties and VAP stat information. Web-focus a barrier to those don't have internet access-especially the elderly.
- We need to do more media outreach. Has there been a media campaign?
- Nobody is listening to the citizens. We need to find out what people in the community really want. We need to use better outreach methods, including actively putting notices in people's doors. We need to have a better focus on customer service, so every CSR employee has the

correct information about all CSR programs and activities- especially VAP. CSR needs to be clear when we communicate with citizens and give citizens what they are trying to ask for.

- CSR employees should have knowledge of who to properly refer people to when asked questions about VAPs.
- We've got a lot of homeless people. Why can't we give vacant houses to the homeless?
- People need to know what they need to do to help revitalize their neighborhoods. They need to know ways they can contribute.
- Estate planning education
- More help for homeowners so they can maintain their properties.
- We need to speed up the process for the local government to gain control of abandoned properties so they can be moved back to productive use more quickly.

### ***NOT WORKING/BARRIERS?***

- Not enough funding available.
- Loss of real estate value in West Louisville. This prevents anchors in the community from keeping their home/maintaining the property because they cannot refinance homes. Discourages people from purchasing homes because they cannot get mortgages.
- Code Enforcement inspectors are "woefully outnumbered" and understaffed, preventing them from keeping up with VAPs.
- No funding available at neighborhood group-level to encourage a grassroots response to VAPs.
- Landbank needs to function more efficiently and aggressively and needs greater powers.
- Third-party tax lien sales harm neighborhoods and serve as a barrier to redevelopment by clouding title and increasing development costs.
- Cost to access PVA online property data.
- Problems arise when families do not have "end of life" plans for what to do with a property when the homeowner dies. The process is often difficult for family members who lack the capacity to handle financial issues (tax liens, tax bills, paperwork to prove ownership) and LMCSR is unable to offer financial assistance without proof of ownership.
- "Redlining" by insurance companies of West Louisville homes causing homeowners to face high premiums for lower coverage/higher deductibles when compared to other parts of city.
- There seems to be a disconnect between Code Enforcement and CSR in terms of emphasis on enforcement and rehabilitation aid.
- Services needed to assist those that are not deed-holders on VAPs- especially situations where multiple heirs own property and one does not have full control.
- Services need to be available to property owners who do not reside in homes.
- Teenagers are using vacant and abandoned properties as hideaways from parents/supervision
  - Between River Park Dr and Broadway was cited as an example.
- Lengthy foreclosure processes make it difficult to quickly acquire vacant properties
- Educating the community on available resources to transform neighborhoods has failed. Workshops need to be presented in places of worship, local centers and government buildings.
- Some residents don't have the computer knowledge to use the city website to report abandoned properties.

## **RECOMMENDATIONS?**

- Focus rehabilitation efforts one block at a time to maximize impact of CSR investment. Prioritize micro-target areas ( i.e. specific blocks, major streets).
- Next VAP development RFP should require that developers show some level of community engagement in the neighborhood(s) where they propose redevelopment.
- Next VAP development RFPs, should award points to developers who revitalize properties in the Land Bank as this will consolidate local resources.
- Use MLS to market Metro-owned properties. Give an incentive to realtors assist with listing.
- Engage media more aggressively to highlight the VAP issue and improve public education about it, especially through radio and TV
- The Mayor should create an award to highlight “extraordinary” private-sector lending efforts that help revitalize the community by supporting VAP rehabilitation.
- Implement a loan-loss reserve fund to encourage financial institutions to provide loans in disinvested neighborhoods for property rehabilitation.
- Establish aging centers and easy to understand resources for families needing to plan for end of life decision-making.
- Partner with Brandeis School of Law whereby law students create an ongoing service project devoted to issues related to ownership that may help to address acquisition of vacant and abandoned properties and assist with transfer of properties
- Fund construction job training, especially for people coming out of jail.
- Create community art projects in neighborhoods with high VAP concentrations to show residents care about the neighborhood. Possibly create documentary about such projects to market neighborhoods.
- Offer trainings/provide technical assistance on how to use historic tax credits.
  - Seek legislative change that allows state to seek and use full allocation of historic tax credits.
- Create IPL fine/ building permit fee waiver program for those rehabilitating VAPs.
- Increase YouthBuild funding. It has proven to be an effective model that provides training and contributes to redevelopment.
  - Increasing funding could help create a weatherization training partnership with Project Warm.
- Create programs that build on sweat equity. How can individuals partner with government to help them help themselves?
  - Create a tool library.
  - Fund construction materials for DIY rehabbers.
  - Offer training courses on house rehabilitation.
- Fair Housing must be a guiding principle for affordable housing investment efforts.
- Use evidence-based practices to maximize impact of affordable housing subsidies/activities.
- Implement home maintenance classes to help ensure people can be good neighbors (Fayette County, WV was cited as a good model).
- Implement a targeted landscaping program in conjunction with KY Agricultural Extension office/MSD/APCD. It can increase property values and show investment in a neighborhood for comparatively low cost.
- There should be realtor signs on metro-owned properties so people know they’re for sale.
- CSR should do a WAVE 3 forum on VAP, that answers callers’ questions and highlights available Metro-owned properties. WAVE 3 gives half-hour blocks to non-profits to highlight their work; VAP would be an appropriate topic.

- Marian Gosling RSVP: I would be willing to do outreach to seniors with our partners and other senior citizen groups to provide VAP education and information about Homestead Exemption, CSR programs and services.
- We need to have neighborhood forums where everyone from CSR is present to talk about services and answer questions. If people have to drive all over town to get answers, they aren't going to come. We need to get into neighborhood groups and churches like St. Stephens, who I think would let us use their community space, or Bates.
- Implement application Processing Fees for most Home Repair Services that provide over \$5,000 in assistance, even if it is a nominal \$10-\$20.00 fee or a sliding fee based on income (only free if <30% AMI).
- Find ways to incentivize neighborhood input and participation, such as issuing RFPs that give scoring preference to projects that can demonstrate neighborhood/resident engagement and input.
- Develop a quarterly or monthly newsletter for the Housing Development community that highlights redevelopment efforts and opportunities.
- Strengthen and expand CSR's current contractor/vendor pool. A lot of work is being given to sub-par contractors.
- To reach more citizens, lower the work scope and funding assistance maximum for Emergency Repair Assistance.
- Renew the Down-Payment Assistance Program so that it can serve as a match assistance program in non-CSR focus areas.
- Raise more awareness about the need for estate planning and wills, etc. as a proactive means to limit future title issues that result in vacant properties.
- Use VAPs to create housing for veterans.
- Rental property development and rental subsidies should continue to be prioritized. Homeownership is important, but we are still digging out of the Great Recession and rental property investment should still be prioritized.
- The vision for CSR should not be to eliminate the immediate problem to abandonment and vacant housing but to prevent future abandonment. The focus should be on helping owners maintain their properties and using code enforcement/nuisance abatement to address problem properties.
- Receivership should be a tool available when owners of problem properties are unwilling/unable to maintain them voluntarily.
- Consider developing a forgivable loan program for persons that purchase and rehabilitate VAPs.

## **Financial Empowerment/Anti-Poverty Initiatives**

### **WORKING?**

- Bank On initiative. It has effectively brought together the public, private & community sectors for financial education and empowerment.
  - “Start Fresh” checking accounts are very valuable.
- Money Talks program.
- CSR’s initiative to combine services and act as a “one-stop shop” for financial empowerment.
- FEED emails are helpful to spread word about services and keeps people from having to search for services.
- The creation of the CSR FEED division.
- CSR’s partnerships with other agencies to increase financial education and empowerment activities.
- The opportunity to train case managers about how to talk to clients about financial empowerment services.
- 55,000 degrees is a great initiative and is giving hope.
- LIHEAP
- Mabel Wiggins Center/Bridges of Hope Neighborhood Place for financial classes
- Emergency Assistance for rent and utilities. These services help stabilize households and are very valuable for those in need of short-term assistance, though they are not long-term solutions for households’ financial issues.
- IDA Program
- LMHA Section 8 homeownership program
- Catholic Charities Bridges of Hope program that provides clients with mentors who direct them to services.
- 211 is a useful resource that can serve to keep service providers updated. All agencies are invited to share information about their services through 211.
- FES Network and the Financial Empowerment Network gives CSR the opportunity to keep partners informed about services, policies, etc.
- CSR has been successful in addressing the "run around a person gets when applying for services". The client intake system is a great way to identify client’s other areas of need and connect them to appropriate services.
- Offering financial empowerment workshops for Metro employees.

### **NEEDS?**

- Increased case management, especially for those with special needs, such as those with mental illness who receive SSI/SSDI who need assistance managing money.
- More case management using a strength-based model.
- More payee services capacity.
- Increase IDA participation.
- Increased job training services/programs.
  - More connections with corporate partners and other employers for job referrals.
    - Identify companies that will consider hiring ex-felons. “Ban-the-box” ordinance will be an effective tool.
    - Comprehensive, updated database of available jobs.
- Programs/services that focus on preventing individuals from falling into poverty.

- More public education about the costs and risks of Pay Day and income tax refund loans. State-level regulation to cap interest rates is needed.
- Mandated financial education for all people seeking services to ensure that all clients are moving towards self-sufficiency.
- Increased credit counseling services to help people improve their credit scores, which are used to screen for employment and housing.

### **NOT WORKING/BARRIERS?**

- Insufficient funding for anti-poverty services and programs to meet demand.
- The eligibility “Cliff Effect” causes assistance to stop as people become more self-sufficient, but still need services.
  - Reluctance of people who currently receive assistance (e.g. SNAP/KTAP) work towards greater self-sufficiency due to fear of losing benefits.
- Not enough social workers/case management. CSR client/caseworker ratio is too high to offer effective case management.
- Case Management at CSR is not standardized. We could benefit by having a new operating protocol and procedures for our internal case managers
- CSR Neighborhood Places serve so many people in need, case managers do not have time or capacity to working with clients on long term solutions and financial empowerment plans.
- Insufficient communication amongst agencies about available resources.
- Poor marketing/community education about available financial empowerment/anti-poverty programs and services. Those that need services do not know how to access information about them.
- Gap in services for women without children.
- Felony records are a huge barrier for housing and employment.
- New job opportunities in the city are mostly very low wage.
- Continuing geographic concentrations of poverty.
- Community Centers are underutilized as points for service delivery.
- Lack of sufficient child care resources, especially for single parents. Cuts to child care subsidies have had a harmful effect on people’s ability to move out of poverty.
- Increased utility costs.
- Current programs set the expectations too high for clients with insufficient time for case management support needed to achieve long-term goals.
- Some case managers are judgmental towards clients and do not build effective, respectful relationships with them.
- Client lack of financial education (people cannot budget)
- Client lack of formal education (barrier to employment)
- Credit scores are being used to screen for employment and housing
- There is a problem with corporations not hiring people who have completed job training programs.
- Volunteer/mentor driven case management is not a solution. Volunteers often lack sufficient education and knowledge to effectively serve people in need and there is high volunteer turnover.
- Metro United Way 211 has no marketing budget, leading to this comprehensive referral service being underutilized.

- Pay Day Lenders and income tax refund loans are a huge barrier to financial empowerment of low-income households.
- CSR needs to better educate its staff about financial empowerment. All case managers should be comfortable speaking with clients about financial empowerment issues.
- Credit scores can prevent people from obtaining housing and employment, as they are used as a screening tool.
- City should explore increasing minimum wage to make it closer to a living wage.
- Duplication of services may be an issue. Non-profits need to work together rather than focus solely on their own programs. We need to see how agencies can collaborate better to stretch dollars.

### **RECOMMENDATIONS**

- Increase funding to CSR to support greater service capacity.
- Offer more individual case management by adding more social workers.
- Incorporate “Family Team Meetings” that include all parties affected—family members, service providers, etc.- into case management model to help clients better identify assets in their own network.
- Outside agencies can provide services in a more cost effective manner than Metro. Metro must continue to provide, if not increase External Agency Funds.
- Strengthen the connections between service providers. CSR listserv linking service providers would be useful.
- Metro can reinforce/emphasize partnerships in its criteria for evaluating External Agency Funds applications.
- Create a regularly updated website where resources are listed, including available jobs and services offered. Agencies need more in-depth knowledge about one another does.
- City can help with a community-wide campaign to increase community awareness about what services are offered. Use billboards, flyers, radio PSAs, outreach to churches.
  - This can be accomplished by actively publicizing Metro United Way 211 as a resource.
  - JCPS Louisville Linked database may be able to be a good resource. It’s still on the ground level right now, but has a ton of potential to get information about community-based services out.
  - Share more success stories about effective services.
- Need to offer more job skills training and career development services.
  - Build partnerships with employers.
  - Offer incentives to employers to hire CSR clients/graduates of job training programs.
  - Consider linking clients to temporary employment agencies, as they could help people connect to companies and build skills
  - Consider reinstating CSR Job Developer positions that existed under Human Services.
- Put responsibility on communities to survey their own needs and communicate those needs to service providers. We need to get away from one-sided, top-down communication/planning efforts.
- Give hope to residents of impoverished neighborhoods through exposure to successful neighborhoods.
- Mandate financial education in public schools.
- Offer more services to meet those that fall in between the cracks of income-eligibility
- More coordination between Metro departments.

- Microbusiness lending needs to be increased, especially loans under \$2,000.
  - Microbusiness support should be loans not grants to ensure ongoing impact
  - Metro should link to community-based groups, such as Beargrass Christian Church, who area currently providing small business loans to individuals, in order to increase impact of Microbusiness program.
- Offer support/loans to small businesses for building façade restoration/improvements.
- Incentivize businesses to open in low-income/distressed areas.
- Metro should lobby in support of legislation capping payday lender interest rates sponsored by Darryl Owens.
- Reinstitute down payment assistance program.
- Develop a new "Dialogues on Poverty and Possibilities" series that includes the promotion of civic engagement by voluntary financial support through the old CAP fund-raising entity on a multitude of levels from Corporate to individual annual membership. The proceeds of the financial drive (like a Metro United Way pledge card) could be "designated" to the donor's specific CSR area of interest.

**OTHER**

- New Legacy is a new organization that has a facility with 37 dorm rooms on Garvin place. They will assist ex-felons acquire construction skills in partnership with Fuller Center who will provide on the job training.

## **Other Comments**

### *CSR Operations*

- Hire more (academically and socially) competent employees who serve as front-line staff.
- Demand that upper management (director/assistant director level) engage with the community (not just for photo opportunities) and front line staff in a meaningful way.
- Improve inter-agency communication. CSR needs to better communicate with other departments that have hands on experience with CSRs customers. This should be a candid dialogue that generates positive outcomes and improves processes.
- There is a need to eliminate CSR employees' negative attitudes towards clientele.
- 810 Barret is a unfit building to serve individuals who are vulnerable (i.e. morgue odors, mold, mildew, lack of air/heat, insect infestation, filth within the building).
- CSR needs to communicate about available funding opportunities more comprehensively and regularly.
- CSR Managers and Supervisors need to take advantage of training opportunities. This will lead to more effective communication strategies with staff, and better leadership.
- CSR needs more staff to address the increasing demands of grant administration and client support.
- CSR needs to more actively engage citizens by linking to neighborhood group meetings to increase the grassroots buy-in to our work plans.
- CSR needs to be more "community-based," meaning actually being in neighborhoods and not in 810 Barret or on 5th St.
- There needs to be a citizen advisory board for CSR at each segment of its operations - and it should not just be mayoral appointees. Said committees should be made up of diverse and relevant service area stakeholders.

**CSR Public Hearing  
February 24, 2014  
Memorial Auditorium**

Director Peck gave a presentation outlining current services provided by Community Services and Revitalization and the priority areas of the department for FY15.

Director Peck asked attendees to complete the Policy and Programs Priority survey tool. The tool asks respondents to take a budget of \$100 and break it up over 12 priority areas as they see fit for the community. The priority areas include acquisition of blighted properties for demolition or redevelopment, demolition of slum/blighted properties in support of the Metro VAP initiative, continued investment in the Shawnee Neighborhood Revitalization Area, community center and public facility improvements, expanded housing rehabilitation, supportive services for homeless persons, homeownership counseling and down payment assistance, self-sufficiency supportive services, employment, training and education, small business development, nutrition, out of school youth programs or other priorities not listed.

Director Peck outlined the upcoming important dates as they pertain to planning, including the public meeting on April 15 at 6pm in the Mayor's Gallery, the HUD Action Plan being available for comment at the end of March, and the CSBG Plan being available for comment on April 1<sup>st</sup>.

Director Peck asked Laura Grabowski to call forward attendees who registered to speak.

Laura Grabowski encouraged anyone who wanted to sign up to speak who hadn't done so yet to come forward, and let everyone know that at the end of the session there would be an opportunity to speak. Ms. Grabowski stated that the time limit per speaker was roughly 3 minutes.

The first person to speak was Jeri Swinton with Big Brothers, Big Sisters. Ms. Swinton brought up an initiative recently introduced by President Obama to improve the conditions for young men of color called "My Brother's Keeper." It calls on community and government agencies to work together along with businesses and community members to leverage resources and support for evidence based programs (like Big Brothers Big Sisters). Ms. Swinton encouraged CSR to work with the initiative on black male achievement with a strong emphasis on raising resources so that organizations can provide work in an outcomes-based framework. Ms. Swinton spoke of the success of Big Brothers Big Sisters in

improving achievements of young men of color, but emphasized there was still tremendous need in the community.

LaRhonda Davis spoke for the Parent Advocate Program, which is part of DCBS. The Parent Advocate Program is provided through the state of Kentucky, and Ms. Davis is a state social worker. Ms. Davis stated that over her 8 years with the program, it has had various funding streams. Ms. Davis said that in 2012-2013, the program had the opportunity to partner with Community Services and Revitalization to provide funding for the Parent Advocate Program, but due to funding cuts the program lost its funding. Ms. Davis asked that someone in the Department consider reinstating funding for the Parent Advocate Program. The Parent Advocate program is made up of 8 volunteers who work with parents who currently have an open Child Protective Services case. The advocates provide support and mentorship for these families. Ms. Davis spoke to the role of the advocates in families lives, pointing out that the advocates often help the parents deal with a variety of issues including poverty, substance abuse, and domestic violence. Ms. Davis states that the advocates help families realize changes they need to make to get their children back and reunify families.

Tom Moffett with Kentucky Alliance against Racist & Political Repression spoke about the fact that as he's lived in Louisville for 40 years he's seen opportunities moving east and people staying stuck where they are. Mr. Moffett states that it's important to open up affordable housing where jobs are. The affordable housing is concentrated where the jobs used to be. Mr. Moffett stated that most people cannot afford to move where jobs are today, and that we must act now to solve this crisis.

David Allgood from the Center for Accessible Living thanked CSR for the Ramp Program, which is funded by a grant from CSR. This grant allows the Center for Accessible Living to build ramps for low-income individuals who are unable to get out of their homes. Mr. Allgood stated that although some individuals see it only as a ramp, he and his colleagues see it as a bridge to the community. The ramps provide individuals the opportunity to be active in their communities. Mr. Allgood reminded attendees and the Department that there are still ongoing accessibility needs and issues in our community and that as the population ages the demand for accessibility is going to increase.

John Koelinger from Kentucky Refugee Ministries (KRM) thanked CSR for the two grants they receive to provide services to refugees. KRM brings roughly 500-600 Refugees to Louisville each year. KRM also resettles roughly 400 Cuban immigrants in Louisville a year. KRM is proud of the contributions of their clients to the community. KRM is focused on early employment and self-sufficiency. Last year KRM placed 600 clients in jobs within 180 days of arrival in Louisville. Mr. Koelinger stated that Louisville is a preferred city for resettlement due to its capacity. Two issues pertinent to that capacity are housing and

youth services. KRM receives a grant from CSR to provide housing supports to refugees. In other major cities as many as 3 out of 4 beds in homeless shelters can be occupied by refugee families. We do not see this in Louisville due to CSR grants. The grant KRM receives to provide youth programming to refugee families allows KRM to leverage private resources. This funding provides after school programming, summer programming, mentoring, and tutoring. Through the grant with CSR and partnering with JCPS, KRM is able to provide quality supports to children who are refugees.

Joanette Westbrook, MSSW spoke about her desire to see a blanket of community centers fully staffed with social workers. Ms. Westbrook also spoke about the issue of the idea of demolition. She stated if bulldozers came to the Highlands, there would be an outcry. Ms. Westbrook states she would like to see eminent domain utilized to donate properties to organizations such as Habitat for Humanity who can return the properties to the community. Ms. Westbrook suggested that the services currently available were not enough to truly revitalize the community.

Ms. Grabowski encouraged everyone to complete the funding priorities exercise. Ms. Grabowski also reminded everyone that it would be available online. Ms. Grabowski also encouraged everyone to complete the Community Needs Assessment, which is also online and available at several locations in the community.

Ms. Grabowski stated that no one else was signed up to speak, but asked if anyone else would like to come forward. Becky Peak, Mayor of the City of Plantation came forward to speak about how they have dealt with neighborhood stabilization and revitalization. Ms. Peak states that when residents of the City of Plantation are going through foreclosure or who are in bankruptcy, they can declare that they are in an economic situation and the city will waive or defer their property taxes for up to three years. The City of Plantation also gives discounts on property taxes for seniors over the age of 79. The City of Plantation offers curb appeal improvement grants, which allows homeowners to do an exterior improvement project up to \$250. Ms. Peak states she would like to be able to offer short term repair loans to homeowners to allow them to make repairs or do maintenance on their homes. Ms. Peak would also like to give short term loans for energy conservation upgrades. Ms. Peak also wants to ensure that all properties are sold at market rate by providing grants to homeowners who are selling and need to make improvements to get market rate for their homes to preserve home values.

Ms. Grabowski asked if there were other speakers who wanted to come forward. Mr. Sam Watkins, President of Louisville Central Community Center thanked CSR for making a commitment to their project. Mr. Watkins stated that LCCC has 9 kiosks available for microenterprises for economic development, 8 offices for entrepreneurs to use, and 8 offices for microenterprises that will create jobs

for low income individuals. Mr. Watkins stated they are always looking for partners to deal with issues of poverty and community revitalization, especially for West Louisville. Mr. Watkins advocated for bringing jobs and revitalization west of 9<sup>th</sup> street.

Ms. Grabowski thanked everyone for attending and brought the meeting to a close.



**Policy and Program Priorities-Fiscal Year 2015 (7/1/14 through 6/30/15)**

*Help Metro prioritize funding for these activities.*

*You have a \$100 budget. Please allocate \$100 TOTAL across these program and policy areas to show CSR how YOU think funding should be prioritized for FY 2015.*

Priority	Why?	Example Activities	Funding from YOUR \$100 budget
1. Acquisition of blighted properties for demolition or redevelopment.	A top priority of the community and the Fischer administration is to transform vacant and abandoned properties (VAPs) into safe and productive places. Metro will support new investment and the redevelopment of blighted properties, including using Metro's powers to acquire and transfer real estate.	<ul style="list-style-type: none"> <li>Strategically targeted acquisition of VAPs using spot condemnation, Metro lien foreclosure and free-market purchases.</li> <li>To maximize the impact of Metro investment on neighborhoods, acquisitions will be targeted in urban priority areas.</li> </ul>	\$ _____
2. Demolition of slum/blighted properties in support of the Metro VAP Initiative.	An essential tool in Metro's response to VAPs is strategic demolition of problem properties. While rehabilitation of vacant properties is Metro's top goal for neighborhood revitalization, a selective housing demolition program will help reduce blight and crime and create infill redevelopment opportunities.	<ul style="list-style-type: none"> <li>Demolish vacant structures contributing to blight in our neighborhoods.</li> </ul>	\$ _____
3. Continued investment in the Shawnee Neighborhood Revitalization Area (NRSA).	In the 2013 Shawnee NRSA Plan, Metro committed to invest \$2 million in CDBG funds over 5 years to support revitalization of the Shawnee Neighborhood. Funds support homeowner revitalization and Micro-enterprise development. These funds are leveraged by targeting CSR Metro-wide services to the neighborhood and infrastructure investments that will support redevelopment.	<ul style="list-style-type: none"> <li>At least 115 homes will be rehabilitated over the 5-year NRSA period.</li> <li>Micro-enterprise loans will be made to businesses located in Shawnee and/or owned by Shawnee residents.</li> <li>Support the creation of the new Shawnee Park Outdoor Learning Center.</li> </ul>	\$ _____
4. Community Center and Public Facility Improvements	Metro's Community Centers provide vital programs and services to neighborhood residents, especially seniors and youth. Metro Parks has identified numerous improvements needed in Community Centers serving low- and moderate-income neighborhoods, ranging from roof replacement to technology infrastructure. Investing in Community Centers and other Metro- owned and non-profit public ensures that neighborhood anchor institutions will continue to serve residents and will be assets for neighborhood revitalization.	<ul style="list-style-type: none"> <li>Strategic improvements to Community Centers based on needs identified by Metro Parks</li> <li>Improvements to other public facilities serving low- to moderate-income neighborhoods.</li> </ul>	\$ _____
5. Expanded Housing Rehabilitation Program	Keeping homeowners in their homes is essential for neighborhood stabilization. Many homeowners need assistance with rehabilitation costs and cannot access home equity loans due to reduced appraised home values in some neighborhoods. Expanding Metro's home repair program can ensure property maintenance and improved quality of life for homeowners and neighborhood aesthetics. Additionally, rental properties need rehabilitation in many neighborhoods. A high number of properties in need of maintenance, regardless of ownership, is an indicator of neighborhood decline and can spur further disinvestment.	<ul style="list-style-type: none"> <li>Rehabilitation of homeownership units.</li> <li>Develop a program to support the rehabilitation of rental units</li> </ul>	\$ _____

Priority	Why?	Example Activities	Funding from <i>YOUR</i> \$100 budget
6. Supportive services for homeless persons	Many persons experiencing homelessness have multiple personal, social, and economic problems that prevent them from achieving self-sufficiency that can be addressed through a comprehensive set of supportive services in conjunction with housing. Emergency shelter services for homeless persons are also an essential for an effective Continuum of Care.	<ul style="list-style-type: none"> <li>• Case management</li> <li>• Emergency shelter</li> <li>• Permanent supportive housing</li> </ul>	\$ _____
7. Homeownership Counseling and Downpayment Assistance	Increasing homeownership is an essential tool to increase neighborhood stability and reinvestment. Homebuyer counseling and downpayment assistance helps low- and moderate-income homebuyers ensure that they can acquire and maintain safe, clean, stable and affordable housing. Housing counseling programs also assist households with rental readiness, budget and credit counseling, foreclosure counseling and eviction defense.	<ul style="list-style-type: none"> <li>• Housing counseling services for homeownership and rental</li> <li>• Downpayment assistance to low- and moderate-income first-time homebuyers</li> </ul>	\$ _____
8. Self-Sufficiency Supportive Services	Metro seeks to increase self-sufficiency for low-income households in crisis seeking emergency assistance and clients enrolled in “leading programs” of employment and education. Metro, in partnership with community-based agencies, will provide supportive services that effectively coordinate public and private resources to help our families build financial assets.	<ul style="list-style-type: none"> <li>• Bank On Louisville program</li> <li>• Family Economic Success program</li> <li>• Individual Development Accounts</li> <li>• Referrals to community-based resources and programs</li> <li>• Rental, transportation, utility, and childcare assistance</li> <li>• Legal assistance</li> </ul>	\$ _____
9. Employment Training and Education	Expanding educational opportunity for all is essential to long-term economic mobility and financial self-sufficiency for both adults and children. Job training is essential for helping individuals obtain living-wage jobs and long term careers.	<ul style="list-style-type: none"> <li>• Pre-K scholarships to support the children of working or student parents</li> <li>• Preschool scholarships that provide tuition for accredited preschool enrollment to prepare children for kindergarten and first grade</li> <li>• College scholarships</li> <li>• Job training programs</li> </ul>	\$ _____
10. Small business development and support	The growth of small businesses will further economic activity in Louisville and create jobs throughout the city. Metro can support that growth by providing: technical assistance to microenterprises in Louisville to help businesses thrive; training, including how to start a business training, to help entrepreneurs sharpen their skills and be better business owners and job creators in the community; and loans to provide capital to micro-enterprises who may have a difficult time obtaining financing otherwise.	<ul style="list-style-type: none"> <li>• Microenterprise technical assistance</li> <li>• Entrepreneurship training</li> <li>• Loans to microenterprises</li> </ul>	\$ _____
11. Nutrition	Ensuring children and seniors have access nutrition services is essential for their health and well-being. Through congregate meal sites seniors can also connect with other services, participate in activities, and stay engaged in their communities through their local centers.	<ul style="list-style-type: none"> <li>• Summer Lunch Program so children who typically receive free and reduced lunch during the school year continue to get adequate nutrition in the summer.</li> <li>• Senior Nutrition services through Meals on Wheels and Congregate Meal Sites to ensure healthy living and independence.</li> <li>• TARC vouchers to give seniors reliable transportation to Congregate Meal Sites</li> </ul>	\$ _____
12. Out of School Time for Youth programs	Programs for youth offered after school hours lead to increased educational outcomes and reduced youth crime and violence.	<ul style="list-style-type: none"> <li>• Healing Young People through Empowerment (HYPE): provides healthy communication, positive social, critical thinking, and conflict management and resolution skills.</li> <li>• External agency youth services programs</li> </ul>	\$ _____
13. Other program areas not identified YOU think should be included on CSR’s priority list	<hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/>	\$ _____



**2014 Community Needs Assessment**

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

**MARKING INSTRUCTIONS:** Please use a **PENCIL** to mark your answers below.  
Fill in the corresponding circle completely    **Correct:** ●    **Incorrect:** ⊗ ⊙ ⊖

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

<u>Louisville/ Jefferson County</u> Top Three Needs	<u>My Household</u> Top Three Needs	
<input type="radio"/>	<input type="radio"/>	a. Services for Senior & Disabled Citizens (Health services, prescriptions, transportation, accessibility)
<input type="radio"/>	<input type="radio"/>	b. Services for Youth (Out of School Time programs, tutoring, recreation, jobs, violence prevention)
<input type="radio"/>	<input type="radio"/>	c. Employment Services (Job/certification skills, resume and interviewing coaching)
<input type="radio"/>	<input type="radio"/>	d. Housing and Homeless Services (maintenance, rent or mortgage assistance, utility assistance, housing placement services)
<input type="radio"/>	<input type="radio"/>	e. Personal Finances (Budgeting, saving, credit counseling, ability to obtain a bank account)
<input type="radio"/>	<input type="radio"/>	f. Early Childhood Education (Preparing children for head start, kindergarten and first grade)
<input type="radio"/>	<input type="radio"/>	g. Affordable Childcare Services
<input type="radio"/>	<input type="radio"/>	h. Adult Education (GED completion, post-secondary education)
<input type="radio"/>	<input type="radio"/>	i. Job Development and Creation (Active recruitment to locate businesses that create jobs)
<input type="radio"/>	<input type="radio"/>	j. Parenting (Counseling and resources for young and single parents)
<input type="radio"/>	<input type="radio"/>	k. Nutrition and Hunger Services (Access to fresh foods, food pantries, out of school meal services, senior nutrition)
<input type="radio"/>	<input type="radio"/>	l. Access to and maintenance of parks and community facilities

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

**2.) Senior & Disabled Citizens (Select Two)**

- Health services
- Help with prescriptions
- Nutrition
- Transportation
- Accessibility
- Community programs & activities

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

- Tutoring
- Teen pregnancy prevention
- Affordable recreational activities
- Before and after school programs
- Violence Prevention
- Supportive role models
- Job opportunities

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

- Help finding a job
- Supports to maintain employment
- Job Training
- Help purchasing uniforms
- Small business supports
- Job development and creation
- Transportation assistance
- Employment supports for people with criminal backgrounds

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

- Help with rent or mortgage payments
- Help with utility bills
- Help finding affordable housing
- Vacant and abandoned property management
- Emergency housing services (shelters)
- Development of affordable housing units
- Classes on how to be a good tenant
- Homeownership preparedness classes
- Assistance with home maintenance/repairs

(Continued) For the following question select the top two services you feel are most needed for the category by shading in the appropriate bubble.

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

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

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

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

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

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

**9.) Choose which race best identifies you:**

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

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

- Yes
- No

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

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

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

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

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

- 0   1   2   3   4   5   6   7+
- - 
  - 
  - 
  - 
  - 
  - 
  -

**14.) 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)

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

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

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

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

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

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

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

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

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

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

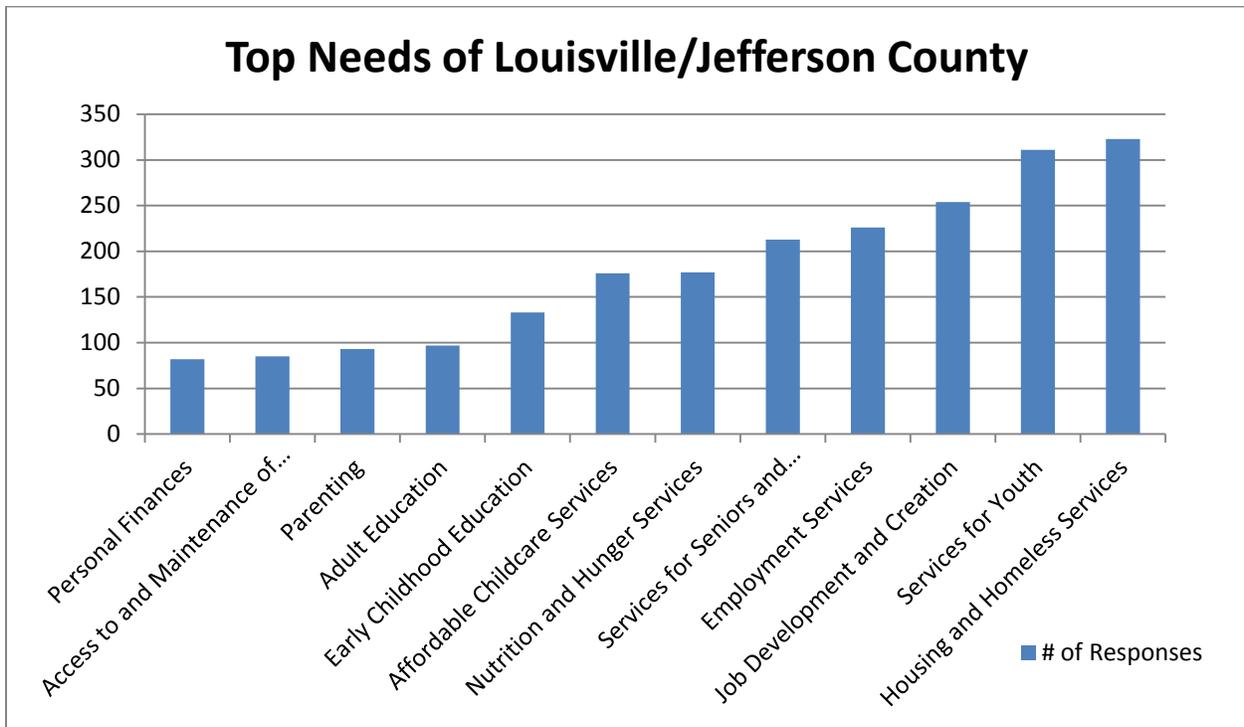
Thank you for your participation in this community needs assessment. Your input and suggestions are highly valued and will be used to develop programs to assist families in Louisville/Jefferson County.

## Community Needs Assessment Results

1.)

a. **Louisville/Jefferson County Needs:**

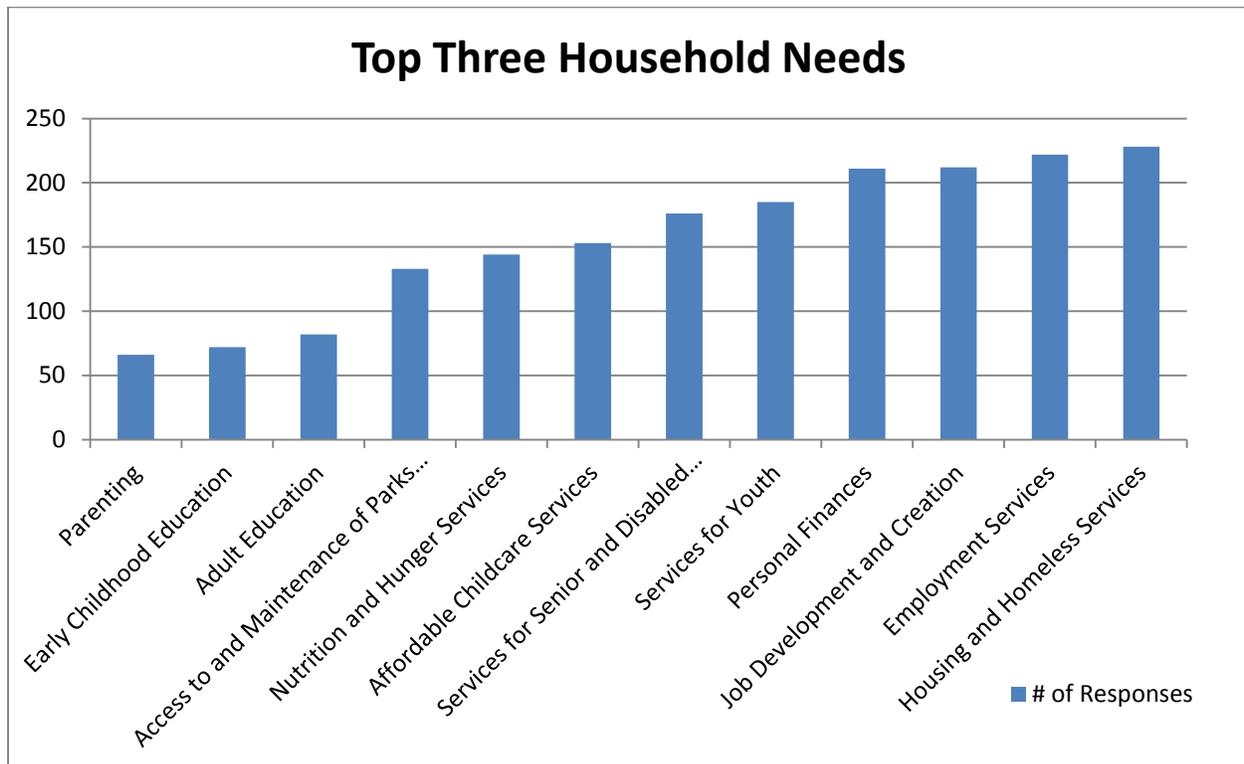
<b>Top Three Needs of Louisville/Jefferson County</b>	<b># of Responses</b>	<b>Percent</b>
Personal Finances	82	0.03778802
Access to and Maintenance of Parks and Community Facilities	85	0.03917051
Parenting	93	0.04285714
Adult Education	97	0.04470046
Early Childhood Education	133	0.06129032
Affordable Childcare Services	176	0.08110599
Nutrition and Hunger Services	177	0.08156682
Services for Seniors and Disabled Citizens	213	0.09815668
Employment Services	226	0.10414747
Job Development and Creation	254	0.11705069
Services for Youth	311	0.14331797
Housing and Homeless Services	323	0.14884793



2.)

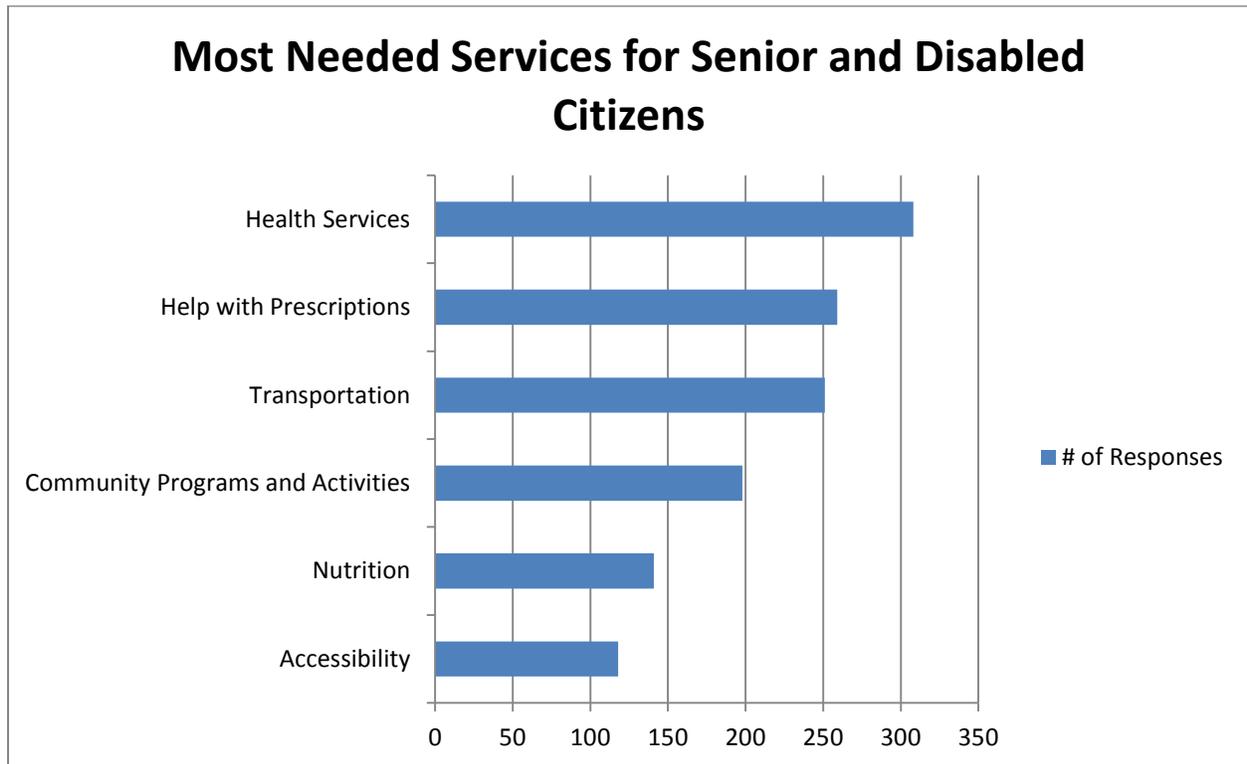
**b. Household needs:**

<b>Top Three Household Needs</b>	<b># of Responses</b>	<b>Percent</b>
Parenting	66	0.03503185
Early Childhood Education	72	0.03821656
Adult Education	82	0.04352442
Access to and Maintenance of Parks and Community Facilities	133	0.07059448
Nutrition and Hunger Services	144	0.07643312
Affordable Childcare Services	153	0.08121019
Services for Senior and Disabled Citizens	176	0.09341826
Services for Youth	185	0.09819533
Personal Finances	211	0.11199575
Job Development and Creation	212	0.11252654
Employment Services	222	0.11783439
Housing and Homeless Services	228	0.12101911



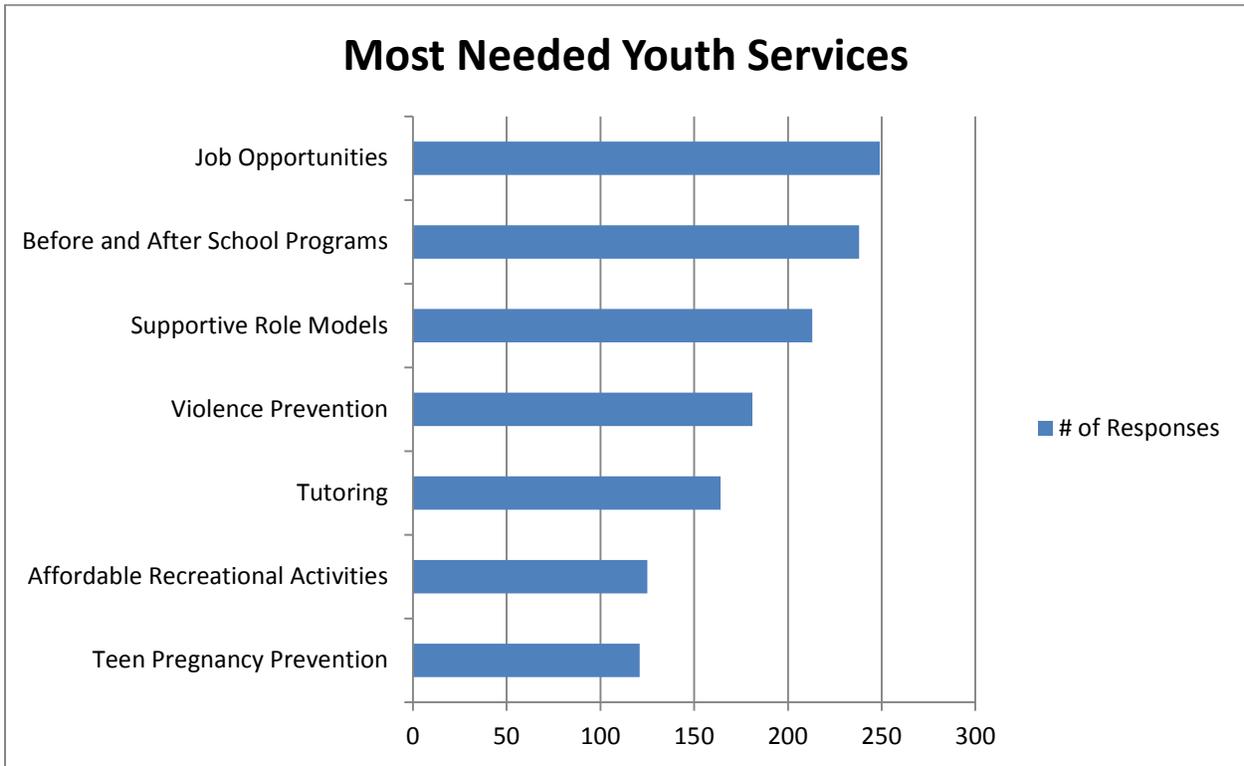
## 2. Services for Senior and Disabled Citizens:

Services for Senior and Disabled Citizens	# of Responses	Percent
Accessibility	118	0.09254902
Nutrition	141	0.11058824
Community Programs and Activities	198	0.15529412
Transportation	251	0.19686275
Help with Prescriptions	259	0.20313725
Health Services	308	0.24156863



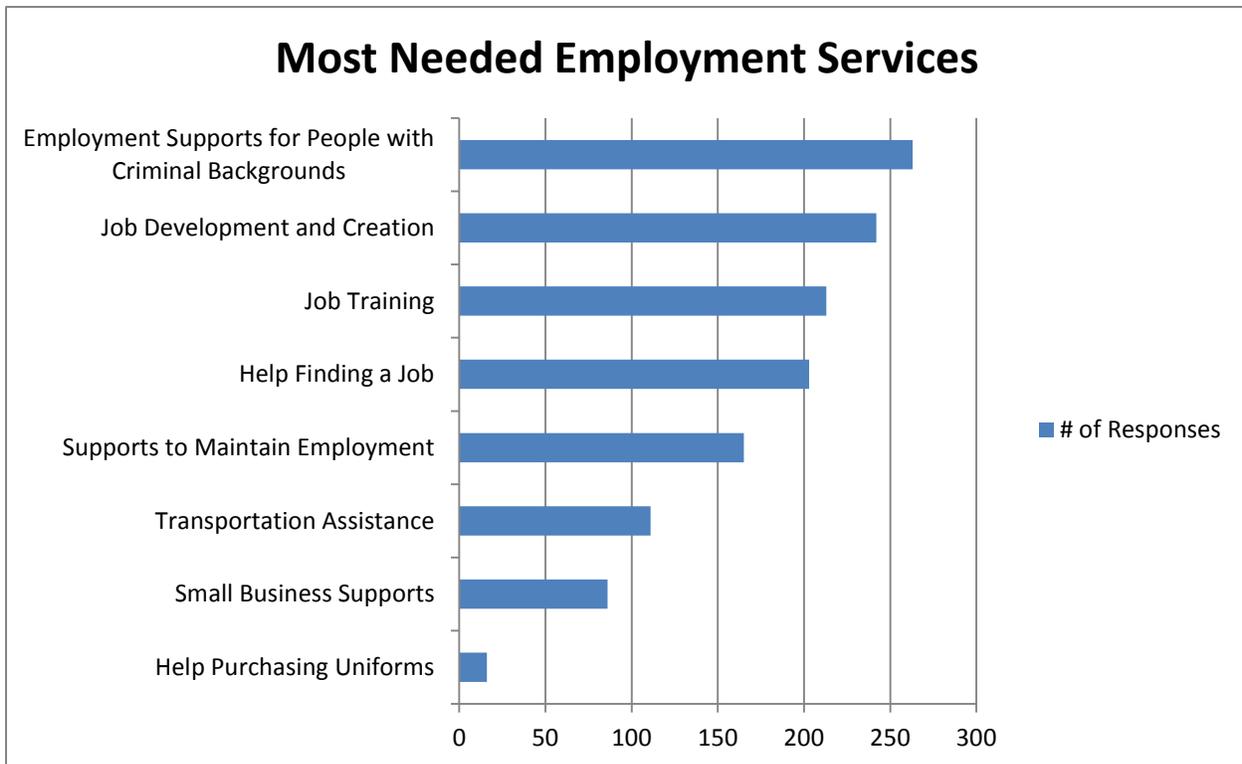
### 3. Services for Youth

Services for Youth	# of Responses	Percent
Teen Pregnancy Prevention	121	0.09372579
Affordable Recreational Activities	125	0.09682417
Tutoring	164	0.12703331
Violence Prevention	181	0.14020139
Supportive Role Models	213	0.16498838
Before and After School Programs	238	0.18435321
Job Opportunities	249	0.19287374



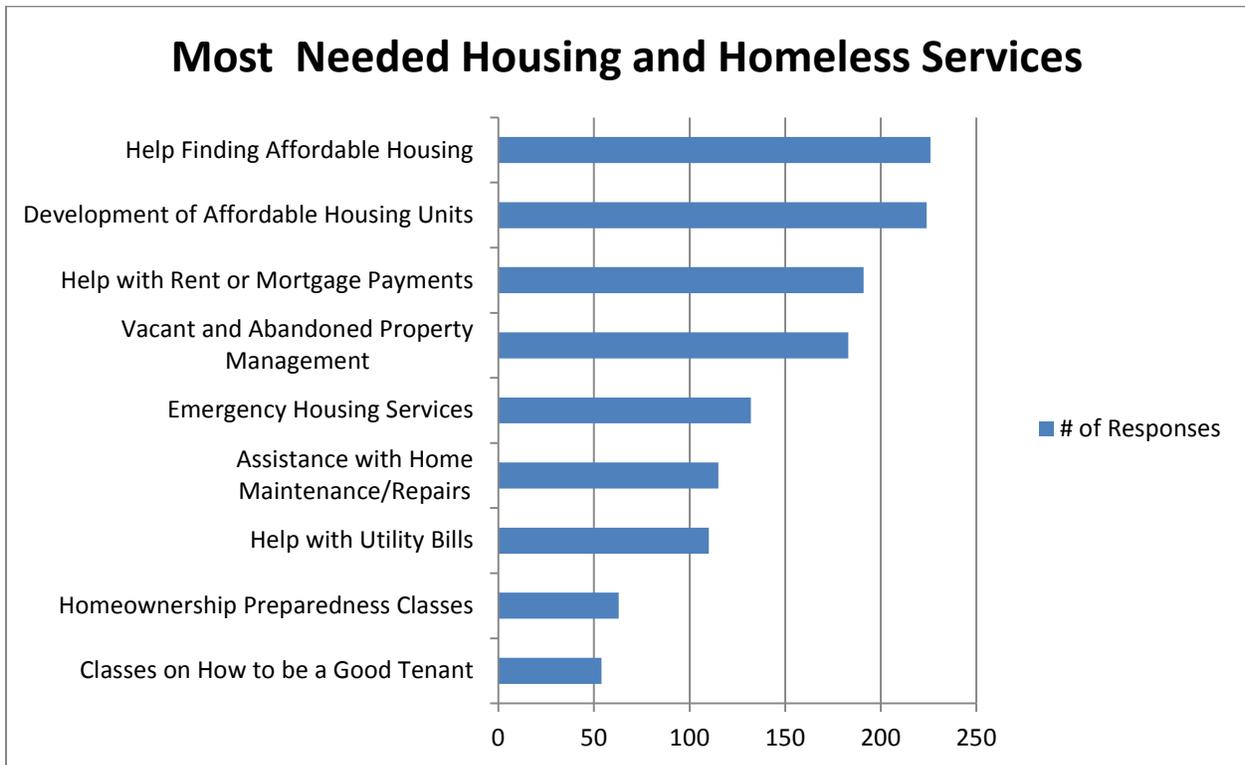
#### 4. Employment Services

Top Two Services for Employment	# of Responses	Percent
Help Purchasing Uniforms	16	0.01231717
Small Business Supports	86	0.06620477
Transportation Assistance	111	0.08545035
Supports to Maintain Employment	165	0.12702079
Help Finding a Job	203	0.15627406
Job Training	213	0.16397229
Job Development and Creation	242	0.18629715
Employment Supports for People with Criminal Backgrounds	263	0.20246343



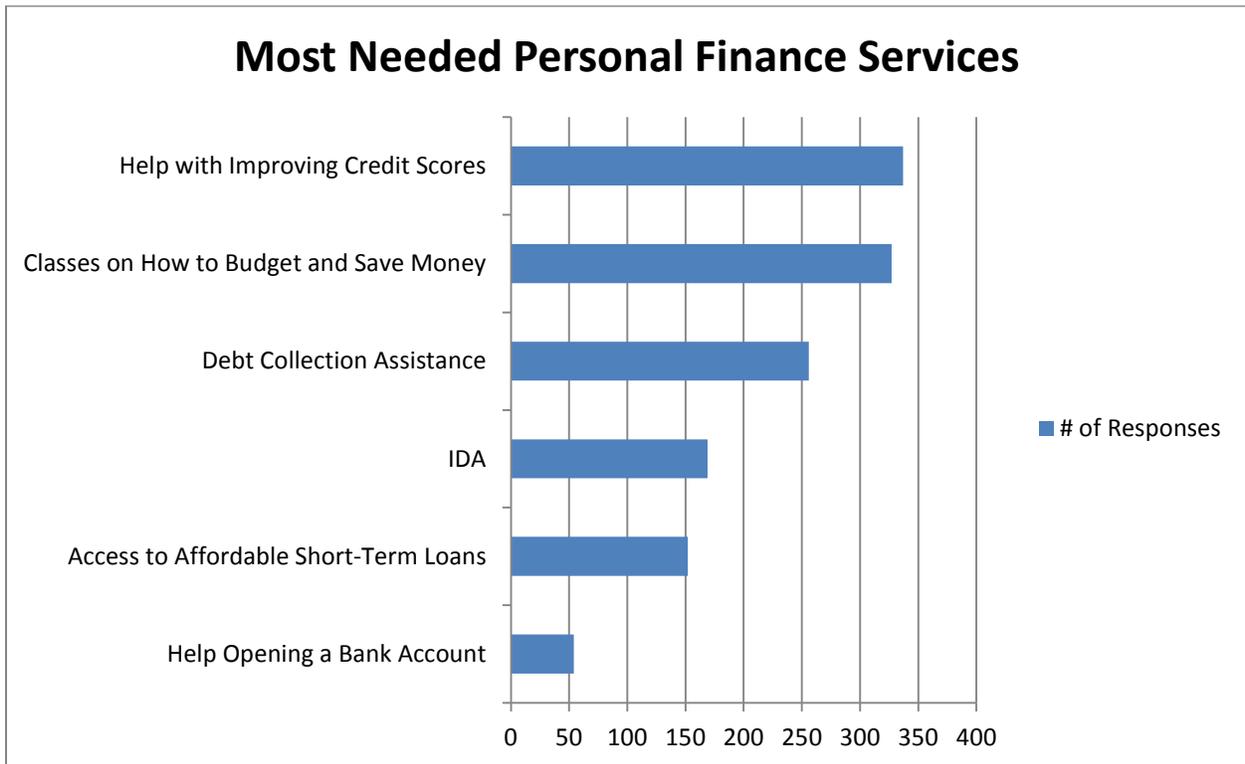
## 5. Housing and Homeless Services

Top Two Housing and Homeless Services	# of Responses	Percent
Classes on How to be a Good Tenant	54	0.04160247
Homeownership Preparedness Classes	63	0.04853621
Help with Utility Bills	110	0.08474576
Assistance with Home Maintenance/Repairs	115	0.08859784
Emergency Housing Services	132	0.10169492
Vacant and Abandoned Property Management	183	0.14098613
Help with Rent or Mortgage Payments	191	0.14714946
Development of Affordable Housing Units	224	0.17257319
Help Finding Affordable Housing	226	0.17411402



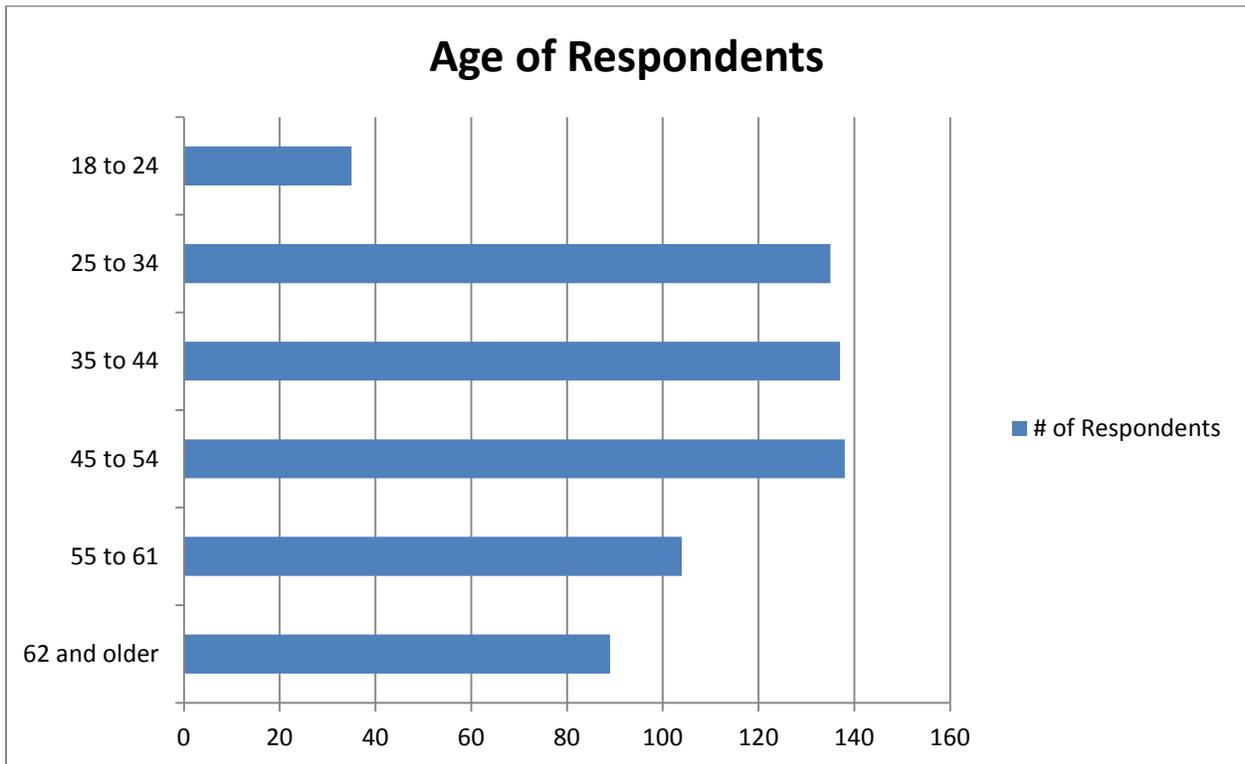
## 6. Personal Finances

Top Two Personal Finance Services	# of Responses	Percent
Help Opening a Bank Account	54	0.04169884
Access to Affordable Short-Term Loans	152	0.11737452
IDA	169	0.13050193
Debt Collection Assistance	256	0.1976834
Classes on How to Budget and Save Money	327	0.25250965
Help with Improving Credit Scores	337	0.26023166



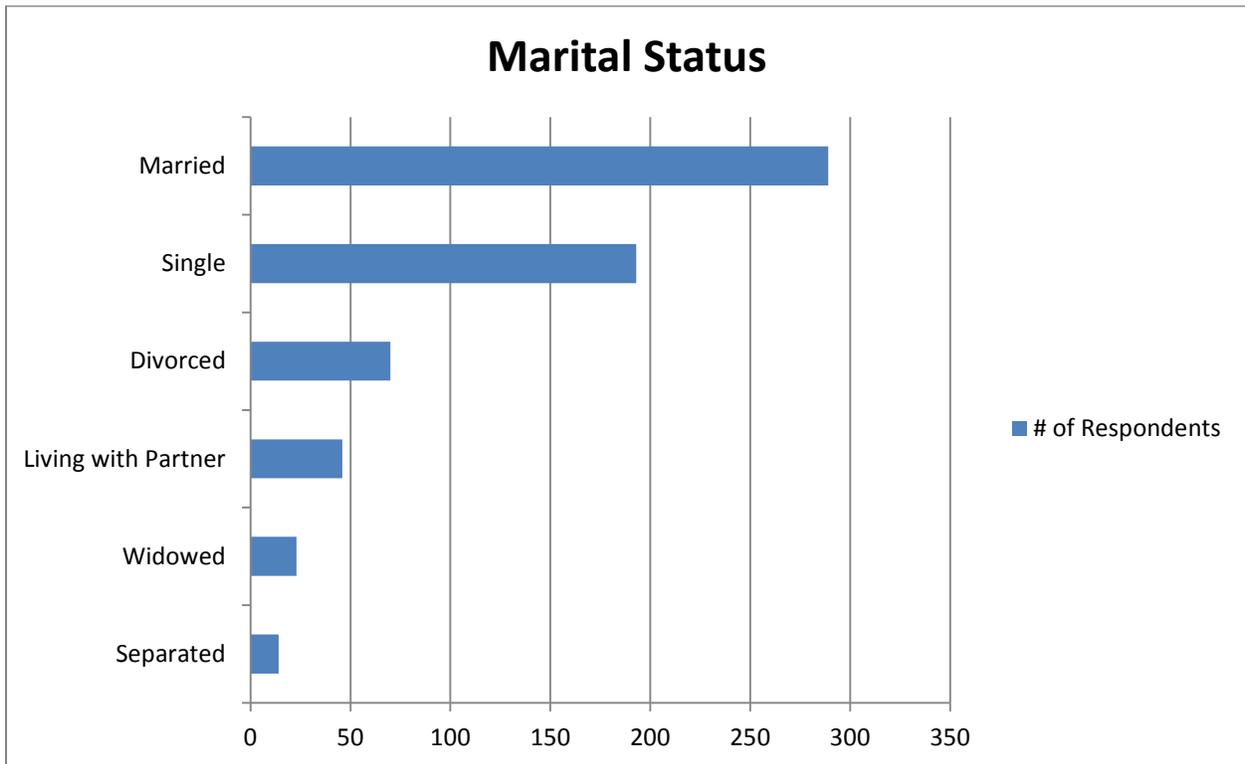
## 7. Age of respondents

What is your Age?	# of Respondents
18 to 24	35
25 to 34	135
35 to 44	137
45 to 54	138
55 to 61	104
62 and older	89



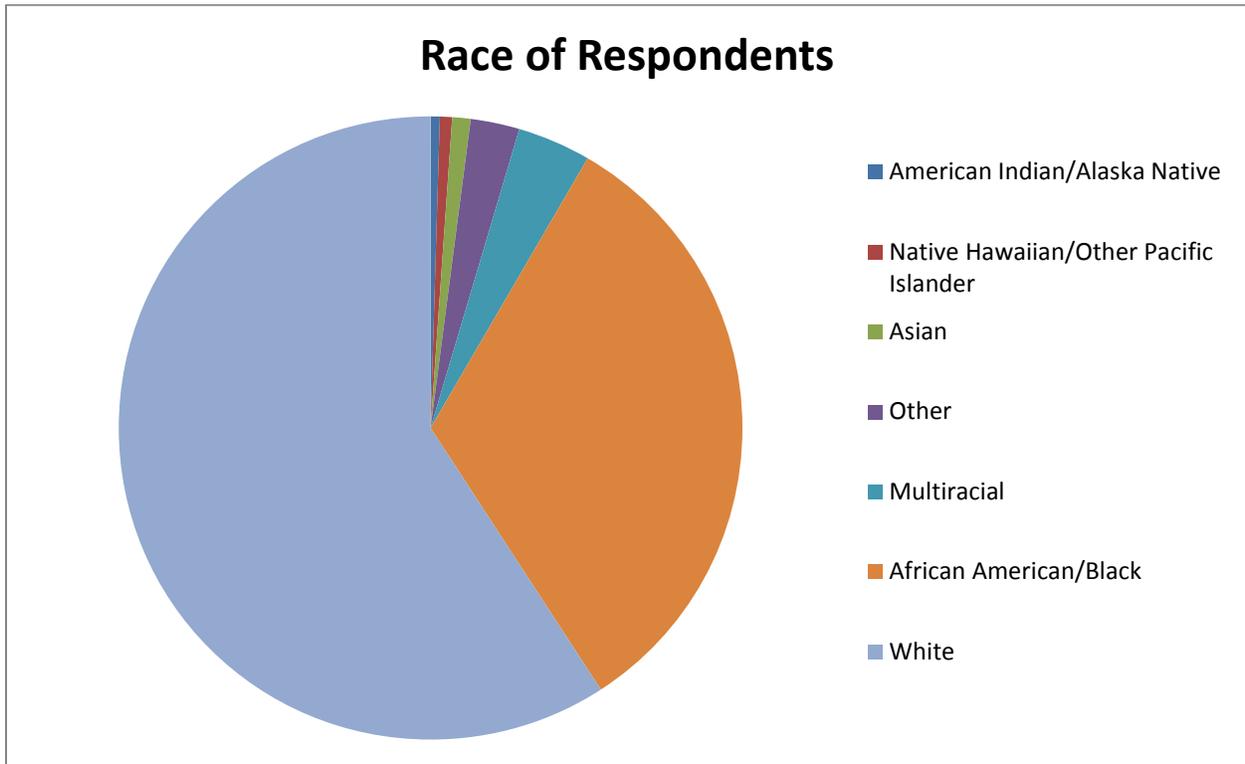
## 8. Marital Status

Marital Status	# of Respondents
Separated	14
Widowed	23
Living with Partner	46
Divorced	70
Single	193
Married	289



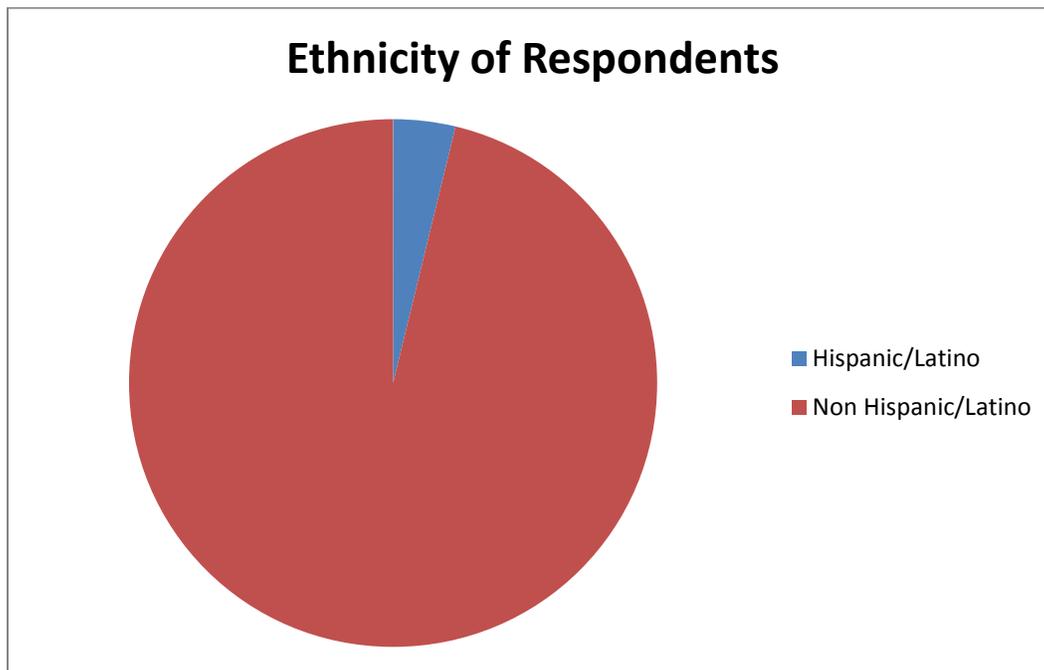
## 9. Race of respondents

Race	# of Respondents
American Indian/Alaska Native	3
Native Hawaiian/Other Pacific Islander	4
Asian	6
Other	16
Multiracial	24
African American/Black	205
White	374



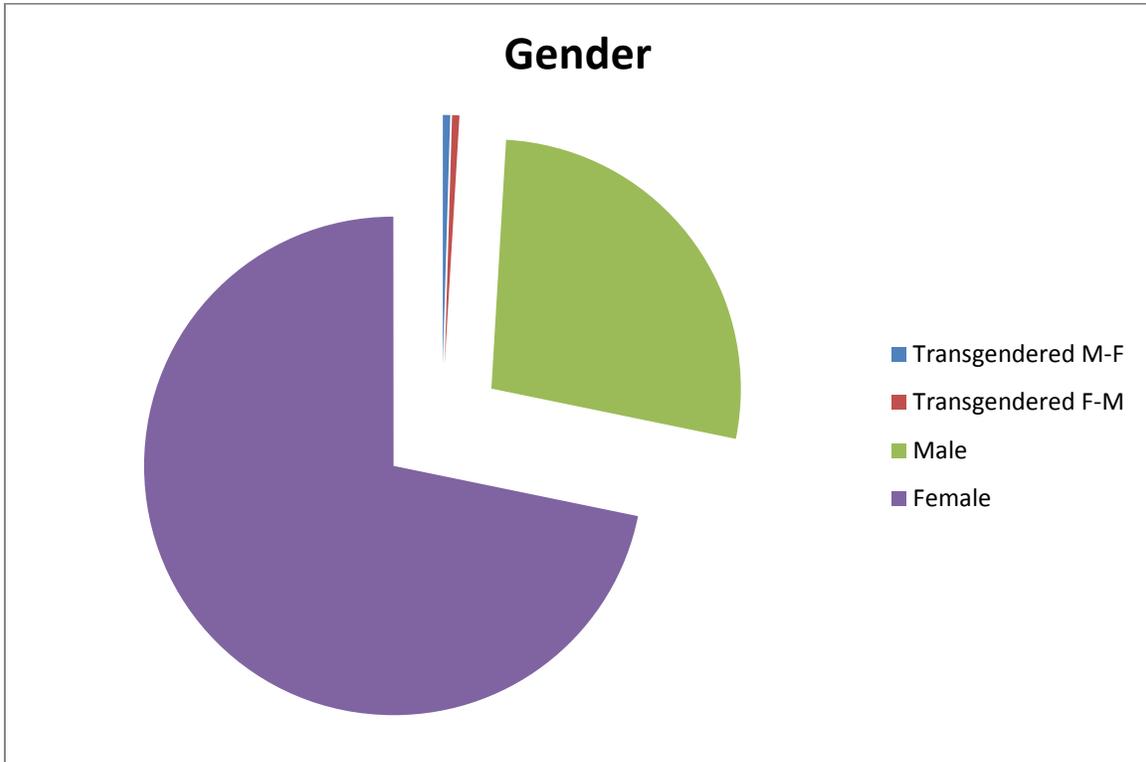
## 10. Ethnicity of Respondents

Ethnicity	# of Respondents
Hispanic/Latino	24
Non-Hispanic/Latino	608



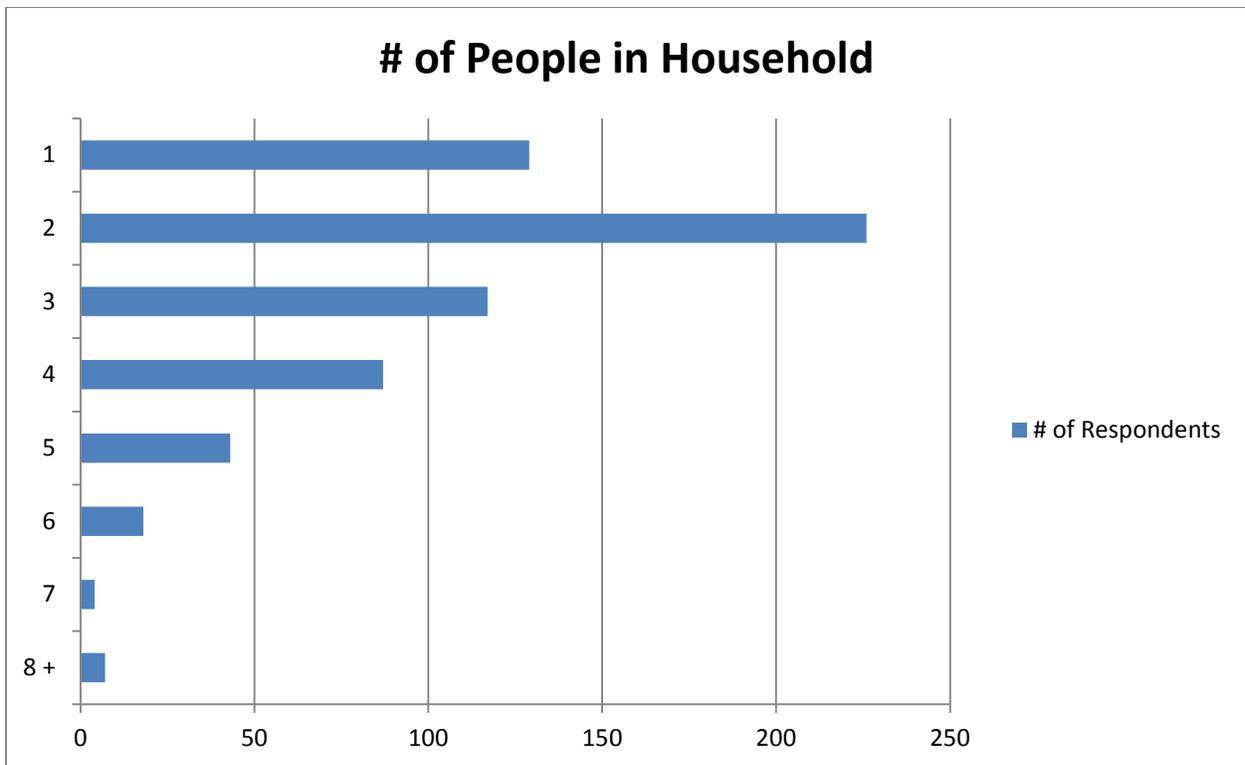
## 11. Gender of Respondents

Gender	# of Respondents
Transgendered M-F	3
Transgendered F-M	3
Male	173
Female	455



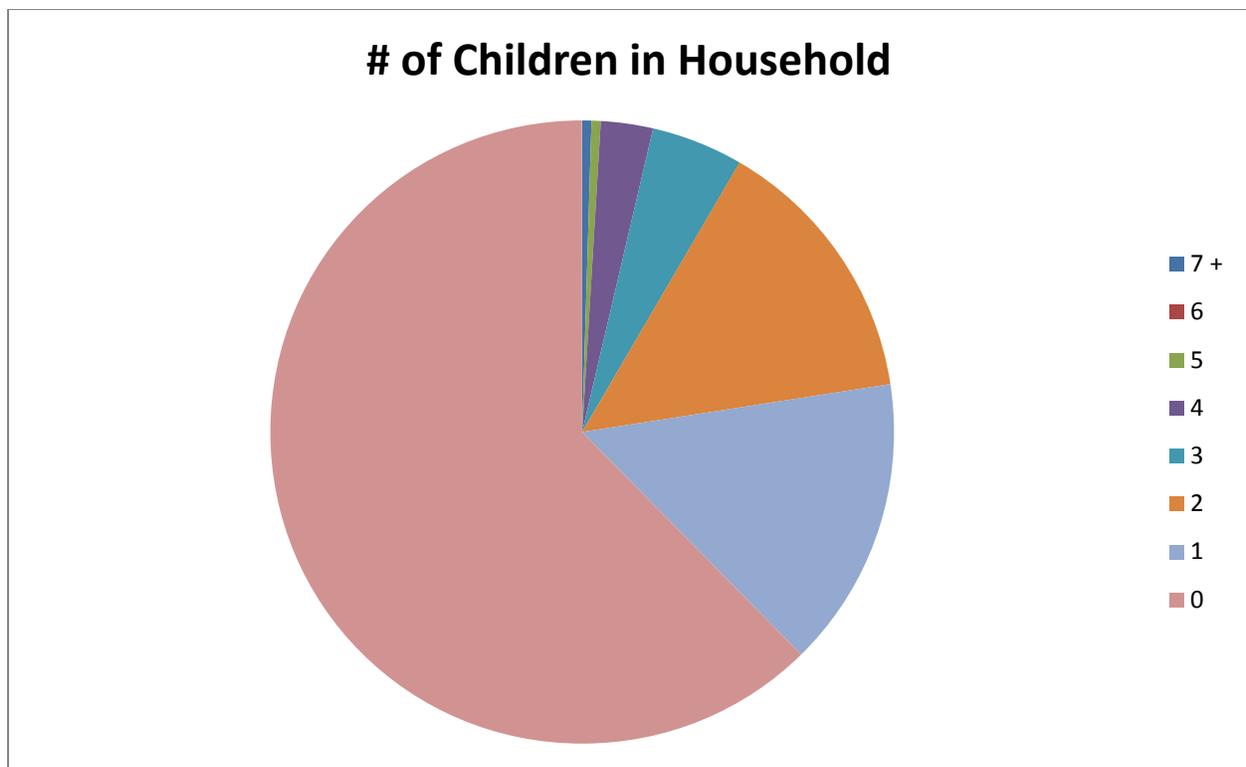
## 12. Number of people in household

# of People in Household	# of Respondents
1	129
2	226
3	117
4	87
5	43
6	18
7	4
8+	7



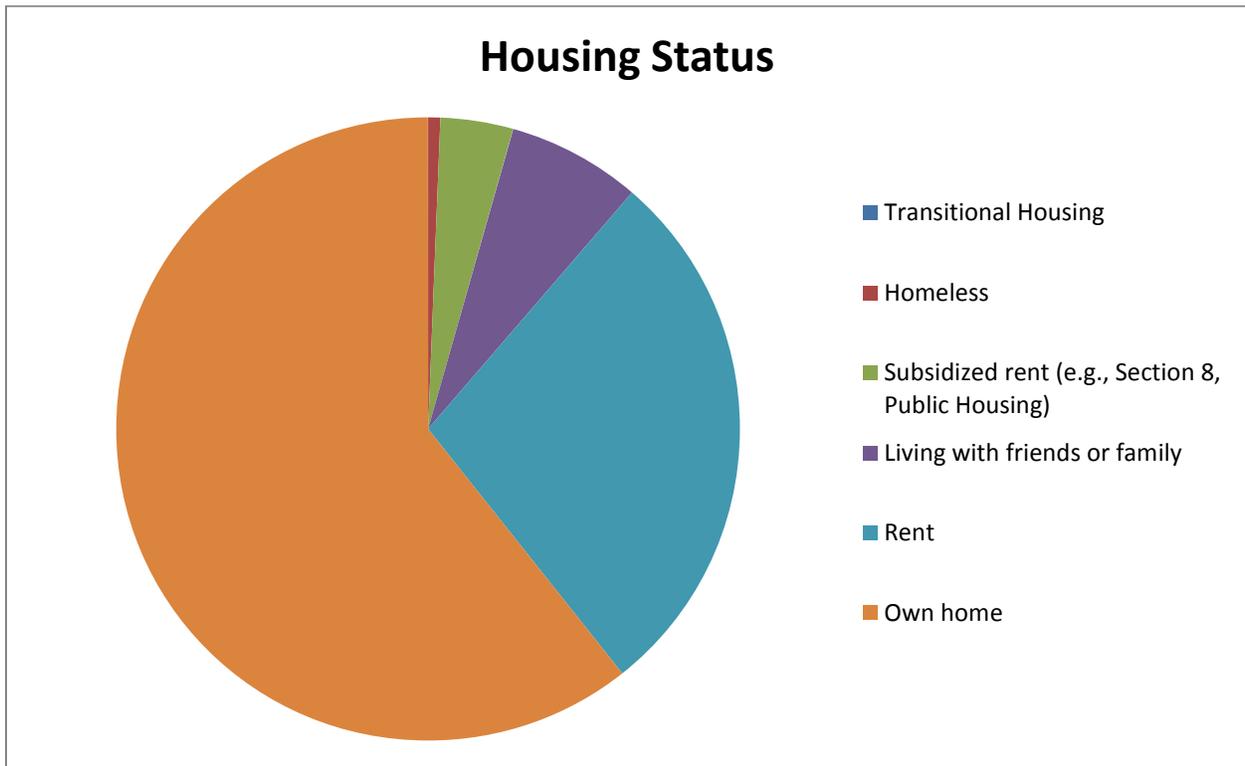
### 13. Number of children in household

# of Children in Household	# of Respondents
0	393
1	95
2	89
3	30
4	17
5	3
6	0
7+	3



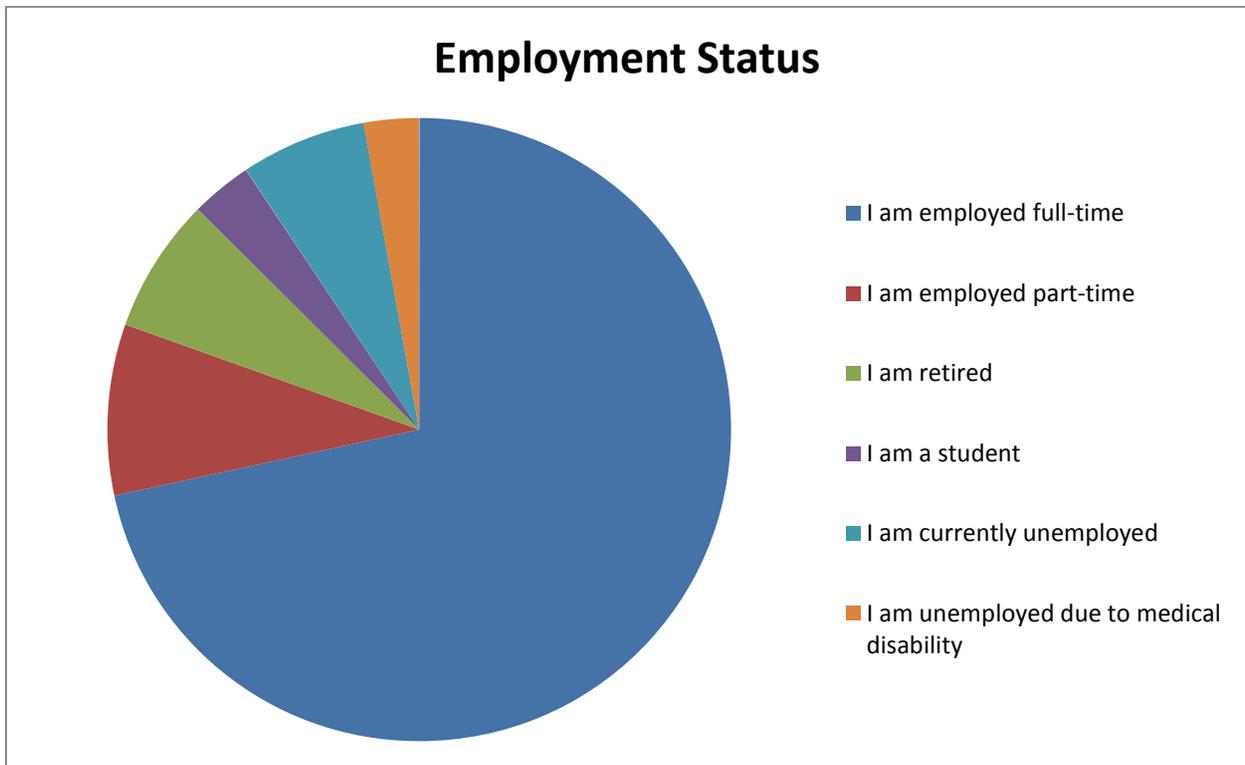
#### 14. Housing Status

Housing Status	# of Respondents
Transitional Housing	0
Homeless	4
Subsidized rent (e.g., Section 8, Public Housing)	24
Living with friends or family	44
Rent	178
Own home	386



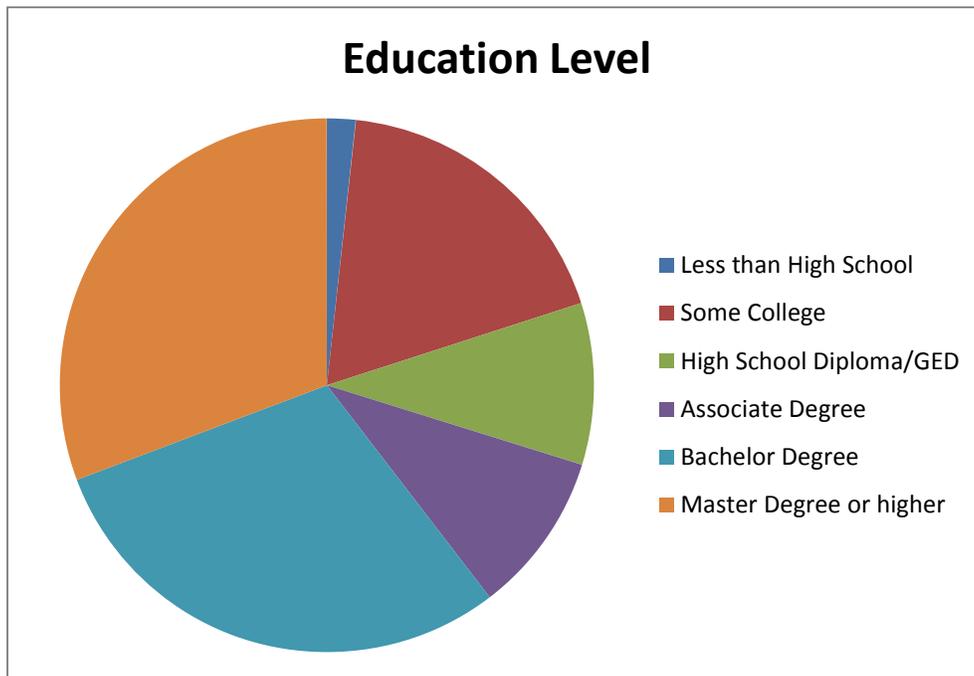
## 15. Employment status

Employment	# of Respondents
I am employed full-time	451
I am employed part-time	56
I am retired	44
I am a student	20
I am currently unemployed	41
I am unemployed due to medical disability	18



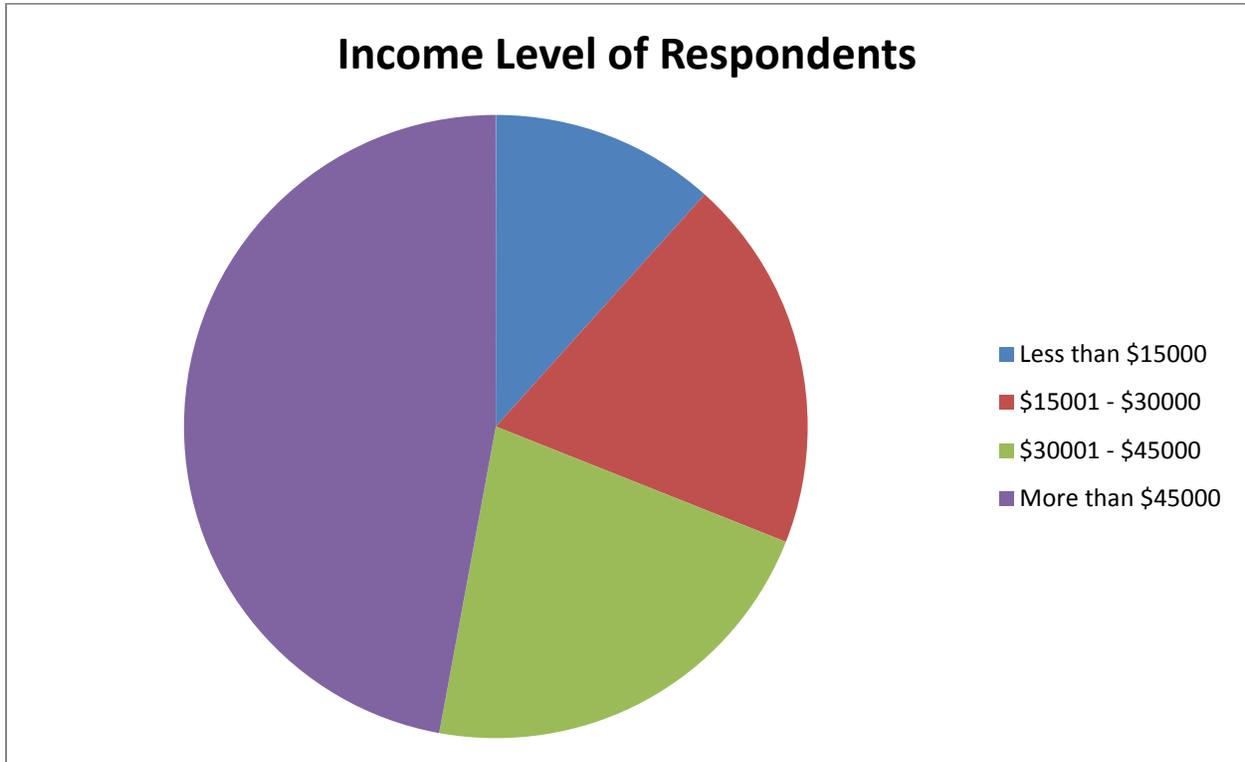
## 16. Education level

Education Level	# of Respondents
Less than High School	11
Some College	116
High School Diploma/GED	62
Associate Degree	62
Bachelor Degree	188
Master Degree or higher	195



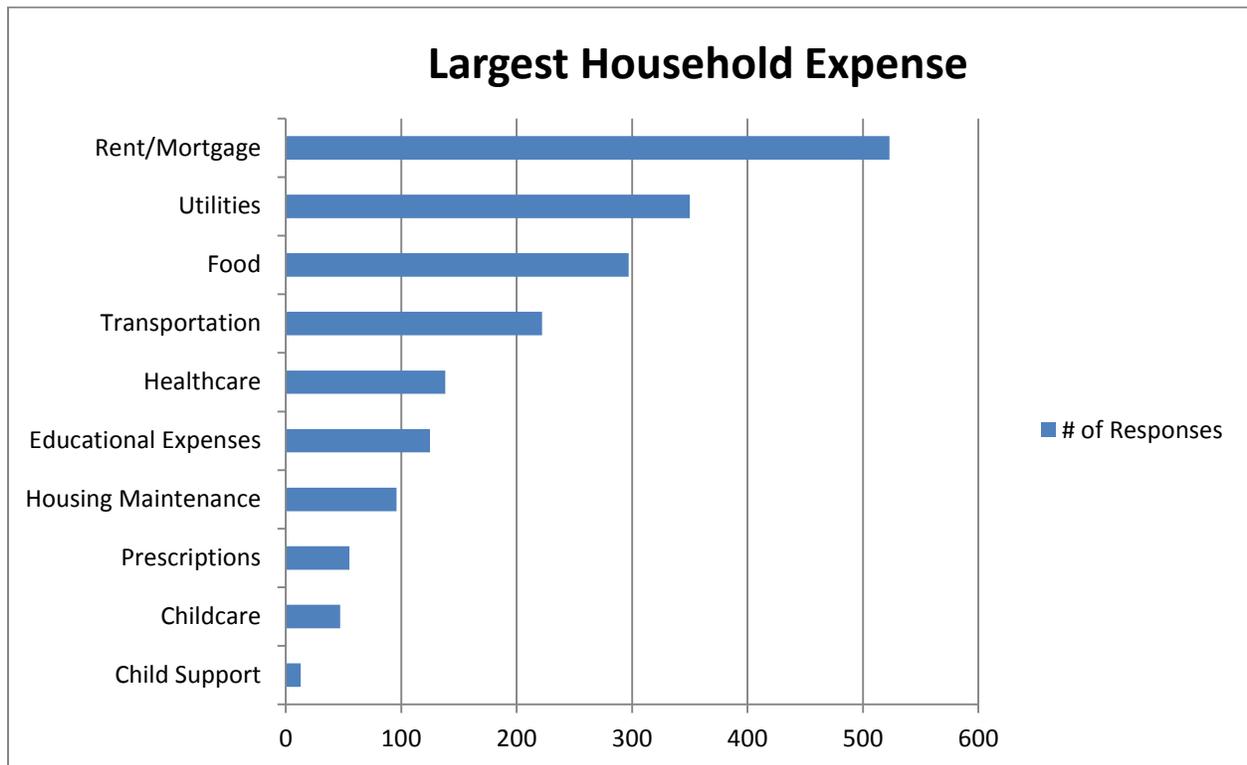
### 17. Income level

Income	# of Respondents
Less than \$15000	74
\$15001 - \$30000	123
\$30001 - \$45000	139
More than \$45000	299



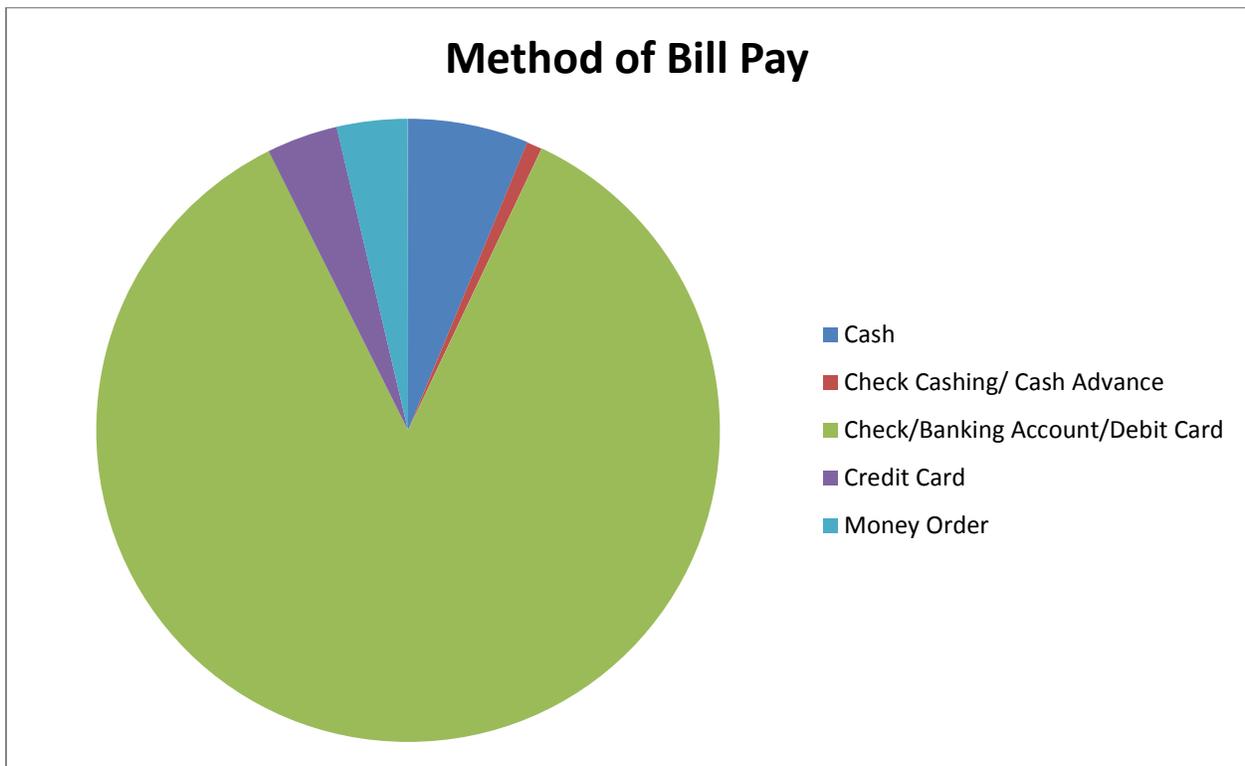
### 18. Largest household expense

Largest Household Expenses	# of Responses	Percent
Child Support	13	0.00696677
Childcare	47	0.02518757
Prescriptions	55	0.02947481
Housing Maintenance	96	0.05144695
Educational Expenses	125	0.06698821
Healthcare	138	0.07395498
Transportation	222	0.11897106
Food	297	0.15916399
Utilities	350	0.18756699
Rent/Mortgage	523	0.28027867



### 19. Method of bill pay

How do you pay your bills?	# of Respondents
Cash	39
Check Cashing/ Cash Advance	5
Check/Banking Account/Debit Card	535
Credit Card	23
Money Order	23



## CSR Engagement Survey/Open Ended Question Summary

### **1.) What issues do you think are most important for CSR to address? What are our community's greatest needs? What should be CSR's top policy and program priorities when making funding decisions? (e.g. homelessness, affordable housing, social services, emergency assistance, financial education, etc.)**

CSR received 241 responses to this question. The categories of responses included 115 comments regarding housing/homelessness; 49 regarding self-sufficiency; 33 regarding youth; 14 regarding community engagement; 34 regarding financial assistance; 27 regarding financial empowerment and literacy; 8 regarding violence reduction and creating safer communities; 7 regarding working poor and moderate income supports; 22 regarding vulnerable populations; 50 regarding employment and economic development; 13 regarding education; 8 regarding VAP; and 41 regarding other topics.

Major themes identified from the responses included:

- Greater coordination of VAP efforts are needed
- CSR should focus on increasing affordable housing availability, and potentially look at models that use current vacant and abandoned properties as a resource
- Expand homeless services and supports to homeless service providers
- CSR should respond to crisis situations, but also create, fund, and support service models that focus on self-sufficiency and prevention of crisis
- Addressing mental health, partly due to its impact on other facets of self-sufficiency, should be a priority of CSR
- CSR should focus on youth initiatives. “Creating places and opportunities for youth to participate in after school hour activities. Youth in poverty don't have the access to these activities like the youth who aren't in poverty.”
- Work through community partners, public and private, to increase impact

### **2.) What is CSR and its community based partners currently doing well to address your priority issues? What has been successful?**

CSR received 155 completed responses to this question, excluding 34 answers stating that respondents did not know. Respondents named the following topics/programs as successful: affordable housing and homeless services- 34 comments; community engagement and advocacy efforts- 22; financial empowerment and education- 14 comments; emergency financial assistance- 13 comments; community partnerships- 9 comments; funding resources and capacity building- 9 comments; youth services- 9 comments; CSR staff and leadership; nutrition programs- 9 comments; services for vulnerable populations- 7 comments; family self –

sufficiency services and case management- 6 comments; nothing- 6 comments; other topic areas- 15 comments; recommendations- 17 comments.

Major themes identified from the responses include:

- Housing First model for permanent supportive housing is effective
- Coordination of homeless services through the Continuum of Care has improved and is more effective
- CSR has increased and strengthened partnerships with community-based partners, but more needs to be done.
- Bank On program and the partnerships it has created has made financial education a greater priority
- Neighborhood Places are effective tools for service delivery to vulnerable households. “Having access to services through the Neighborhood Places throughout the city has a tremendous impact in eliminating barriers for families to be healthy and whole.”
- Emergency home repair program provides a valuable and essential service.
- Emphasis on vacant and abandoned properties response planning appreciated, but more action is desired.

### **3.) What is not working? What has failed or has proven inefficient?**

CSR received 158 responses to this question, excluding 21 responses from respondents stating they did not know. The categories of responses included 22 comments regarding communication and engagement; 14 comments regarding planning; 24 comments regarding fostering dependence and enabling program participants; 14 comments regarding services for vulnerable populations; 9 comments regarding customer service; 34 comments regarding housing and homeless services; 18 comments regarding funding and other resources; 9 comments regarding compliance, rules, and regulations; 8 comments regarding systemic issues outside CSR control; 7 comments regarding financial empowerment; and 34 comments regarding other topics.

Major themes identified from the responses included:

- Programs lack sufficient policies leading to dependence and abuse of the system. CSR helps the same people over and over again. “The rate of recidivism with CSR's clients is too high - people budget for LIHEAP, assistance, etc. and begin to rely on government supports”
- Lack of communication within the agency and with the community is an issue; Staff are not informed of changes and thus cannot keep the public informed. CSR does not advertise or communicate with the public and community partners in an effective way.

- Poor planning and implementation—CSR does a lot of talking and does very little acting. CSR does not plan its resources effectively, with programs running out of money before the end of the plan period. “Meetings that lead to more meetings but NO action, also the lack of urgency and persistence has proven to be inefficient.”
- Comments focused on “scattershot” approaches and lack of coordination for various programming, but especially for revitalization efforts and employment programs.
- Funding is spread too thin to really impact any problem in a significant way.
- Case management is underfunded.

**4.) What are the barriers that you see in attempting to successfully address your priority issues?**

CSR received 192 completed responses to this question, excluding 5 answers stating that respondents did not know. Respondents named the following categories as barriers: insufficient funding and resources- 89 comments; poor community engagement- 27 comments; insufficient city leadership/bureaucratic impediments-25 comments; structural barriers (e.g. economic conditions; racism; segregation; wealth inequality; systemic poverty)- 21 comments; ; insufficient staffing/poor customer service- 15 comments; lack of jobs- 12 comments; regulatory barriers/compliance challenges for agencies and their clients- 11 comments; lack of affordable housing- 8 comments; other issues- 74 comments.

Major themes identified from the responses included:

- The city lacks the funding to provide needed services.
- CSR’s mission and responsibilities are too broad, which limits ability to focus on important issues. “Department is too large and should be separated into two departments. A Housing Department and a Community Services Department.”
- Insufficient public education about services available through CSR and its partner agencies.
- Government supports do not compel people to be self-sufficient and discourage motivation. “Giving handouts to others besides Veterans, elderly, and handicapped citizens. We just hand out thinking we are helping citizens. If I could have you pay my LG & E bill do you think I would worry about it getting paid?”
- Economic development and job creation is needed to enable people to move out of poverty.
- Eligibility documentation requirements serve as a barrier to citizens accessing services.
- Lack of affordable housing. “There simply are not enough subsidized housing and affordable housing options.”

**5.) What can you, as a citizen, or your agency, as a non-profit, do to work toward breaking down those barriers and move toward solutions?**

CSR received 166 responses to this question, excluding 9 responses where respondents answered they did not know and 5 responses where respondents stated that there was nothing they could do. The categories of responses included 49 comments regarding providing services, 25 comments regarding building partnerships, 96 responses regarding engagement, and 25 comments regarding other topics.

Major themes identified from the responses included:

- Provide outreach and education to the public on all programs and services that may be helpful for agency clientele.
- Increase service delivery
- Advocate for and with people for policies that will help the community.
- Serve as a connector for people and programs; convene like-minded people.
- Work to bring new and continued funding to projects.
- “Collaboration!!! Working together on the same project instead of different projects (while still using each person/org's unique skills) will save resources and create tangible results.”

**6.) What can CSR do as a Metro Department to break down those barriers and move toward solutions?**

CSR received 166 completed responses to this question, excluding 13 answers stating that respondents did not know. Respondents identified the following categories of recommended CSR efforts: better communicate and engage with the community- 75 comments; improve policies, plans, and funding priorities- 34 comments; re-evaluate funding and budgeting decisions- 29 comments; better coordinate and build partnerships with community-based organizations- 25 comments; provide more/better services- 24 comments; other- 32 comments.

Major themes identified from the responses included:

- Increase community engagement and education
- Hire and retain more highly qualified employees
- Improve communication between and partnerships with other Metro departments, JCPS, and community- based organizations, including neighborhood associations. This is important for identifying needs and appropriately targeting resources.
- Avoid unfunded mandates to service providers
- Work to build client self-sufficiency skills so emergency services are not needed.
- Improve services to prevent homelessness.
- Increase transportation supports.

- Better engage front-line CSR staff about issues encountered. Increase supports to enable them to more effectively do their jobs,
- Increase program evaluation. “Fund what works and what truly makes an impact. Quit funding what isn't making a significant impact toward priorities.”

**7.) What is your vision for CSR's role in the community over the next 5 years? How should its role change?**

CSR received 134 responses to this question excluding 19 responses from respondents who answered they did not know. The categories of responses included 28 responses regarding fostering independence; 42 responses on improving engagement and advocacy; 14 responses regarding improving the work environment/culture/leadership/staff; 17 comments regarding increasing partnerships and collaboration; 33 responses regarding increasing basic services; 20 comments regarding increasing housing and community development; 12 comments regarding increasing funding; and 45 other comments.

Major themes identified from the responses included:

- Focus programming on increasing people’s ability to be self-sufficient. “We should moving away from being a crutch to instead being enablers; as in enable people with the tools they need to become self-sufficient.”
- Refine the mission, vision, and role of CSR. Coordinate better inside CSR to ensure priorities are funded and implemented in line with CSR’s mission and vision.
- Work through and with other organizations; become more of a connector and coordinator of services for the community. “CSR is at its best when it is a coalescing agent that brings partners together to solve problems. CSR should move even further to encourage collaboration and assist non-profits in finding funding opportunities and resources to accomplish shared goals.”
- Hire additional well-trained, well-supported staff who work in, with, and for the community.
- Create additional engagement opportunities in the community, increasing visibility of CSR and community outreach. “‘Community Services and ‘Revitalization’ means something has to be revitalized and/or renewed. The way CSR gets its information disseminated to the public may have to change. More community OUTREACH and less email announcements. Some people delete messages but it's hard to ignore a person who's physically talking to you.”