



**LOUISVILLE METRO  
COMMUNITY ACTION  
PARTNERSHIP**

**COMMUNITY SERVICES  
BLOCK GRANT  
ANNUAL PLAN  
2012-2013**

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## **1) Introduction to Agency**

### **a) Louisville Metro Community Action Partnership**

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.

LMCAP functions within the framework of Louisville Metro Government as a subdivision of the Department of Community Services and Revitalization (formerly the Department of Housing and Family Services). Effective July 1, 2011, the Department of Housing and Family Services became Louisville Metro Community Services and Revitalization (CSR) which more closely reflects the mission to provide services for the entire community and to work to revitalize all neighborhoods in Louisville. The Community Services division encompasses the client-based services including Neighborhood Place, Community Action Partnership, 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 Programs. Part of LMCAP’s strategy is to make significant and measurable impacts in the community by realizing the opportunities of integration into CSR, the multitude of services available, and ways collaboration and consultation can mutually benefit LMCAP, CSR and the clients we serve.

LMCAP is both a government entity and a designated public non-profit 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 Executive Director.

The team values of Louisville Metro Government and LMCAP 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. LMCAP continues to respond to the needs of the most vulnerable citizens during the economic recession and ongoing recovery.

LMCAP's new mission statement was recently approved by the Board of Directors. The change was made in order to have a concise statement of purpose for the organization. The mission statement will help focus and direct programs and services during the next fiscal year. The mission statement is:

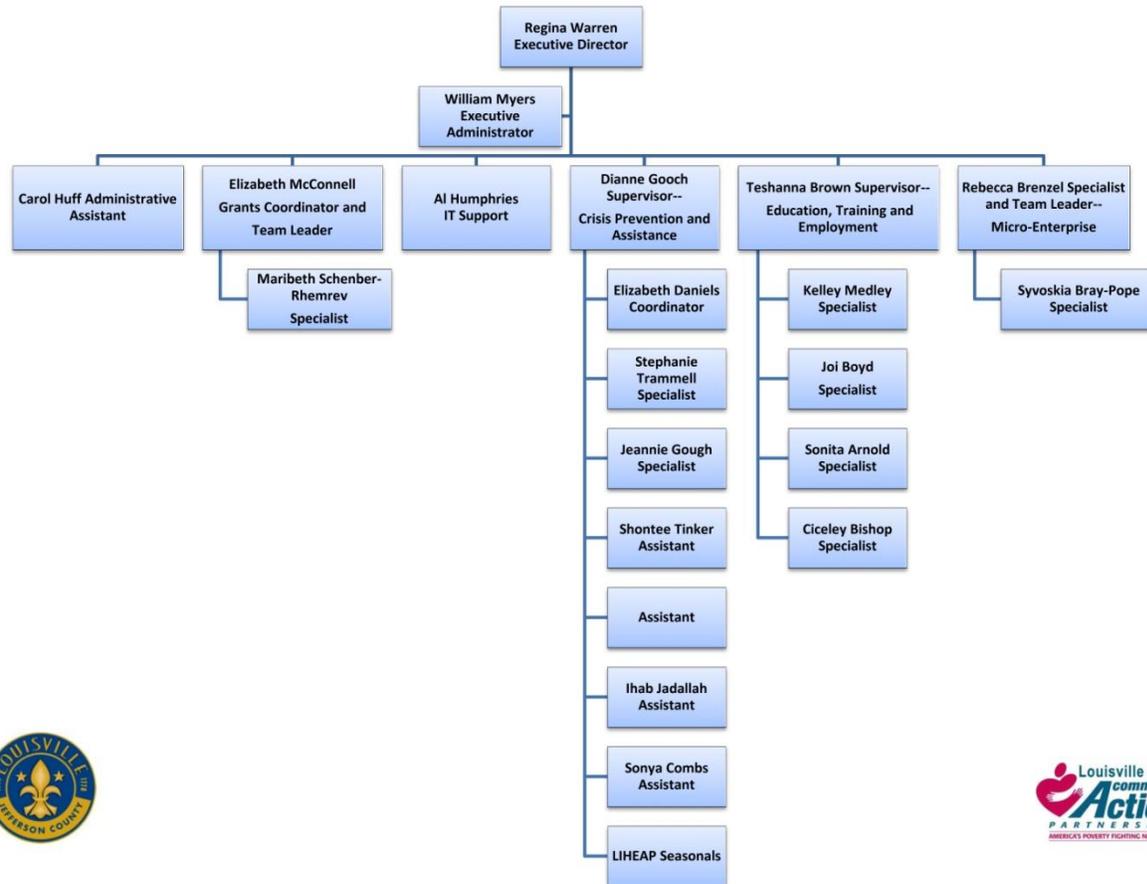
***“To work with our community to reduce the causes and conditions of poverty and to promote self-sufficiency, one family at a time.”***

The new mission statement succinctly states the organizational purpose, which is to promote self-sufficiency, and the actions LMCAP will take to achieve its purpose, which is working with the community through partnerships. LMCAP will strategically choose community partners to better target individuals and families with multiple barriers, who other agencies could not otherwise serve. LMCAP will position itself within the community to make impacts on poverty by leveraging partners and prioritizing funding. As FY 2012-2013 programs and services are implemented, the organization acknowledges that implementation and achieving the mission is an ongoing process encompassed by LMCAP's broader vision. LMCAP's vision statement is:

***“To eliminate poverty and its effects among the residents of Metro Louisville, Kentucky.”***

LMCAP will strengthen the effectiveness of its mission and vision by creating and implementing a long-term strategic plan. With the approval of the Board of Directors, LMCAP will develop a long-term, strategic five year plan in FY 2012-2013 in order to address critical components of organizational functioning, such as long term goals of the organization, critical partnerships and services, prioritization of programming, and succession planning.

### Louisville Metro Community Action Partnership Organizational Chart



This organizational chart is current and representative of LMCAP. Regina Warren is LMCAP's Executive Director and William Myers is LMCAP's Executive Administrator. Both provide leadership to supervisors, coordinators, the IT specialist, and the team of program specialists. Under the LMCAP umbrella, there are multiple programs encompassed, including the administration team, grants coordination, crisis prevention and assistance, and education, employment and training which are programs and service funded all or in-part by CSBG. Micro-enterprise operates under LMCAP and is funded by the federal Housing and Urban Development's Community Development Block Grant.

**b) Agency contact information****Regina Warren, Executive Director**

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### **c) Louisville Metropolitan Geographical Area**

The Louisville Metropolitan area is an urban terrain with modern infrastructures, such as roadways, highways, water and sewer systems, schools, public transit, and suburban areas. 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. Beyond the Urban Service District, there are both commercial and residential areas with the population becoming less dense at the outer edges of Louisville-Jefferson County. In 2010, there were an estimated 1,948 people per square mile in Louisville-Jefferson County; the population estimate was 741,096; a 6.8% change in population from 2000 to 2010. 73% of the population is white, 21% is African-American (please see U.S. Census Quick Facts for more demographics on pages 12-15); 15.5% of the total Jefferson County population lives in poverty. Further areas of greatest need are illustrated on the following maps.

#### **Demographics**

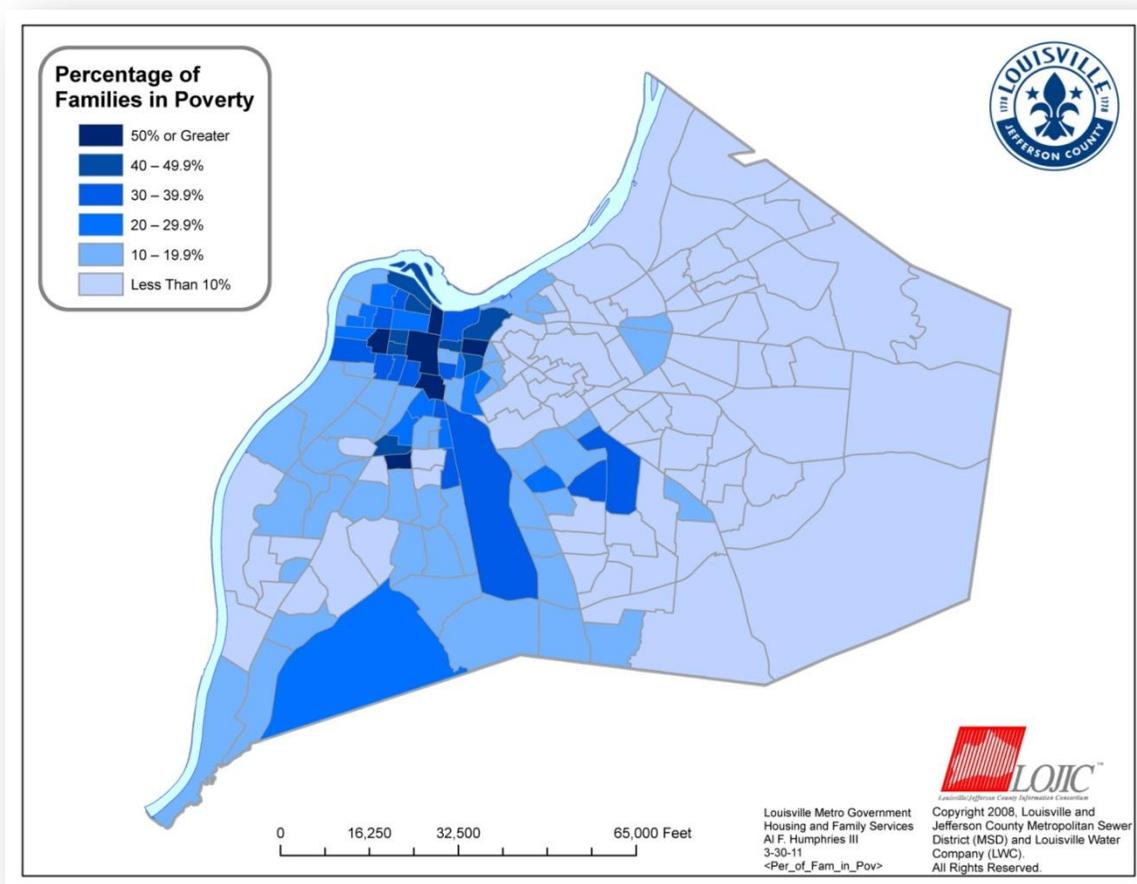
There are critical issues of race and poverty in Louisville, issues that must be looked at realistically and justly in order to address systemic and cyclical poverty. For Jefferson County, the per capita income was \$15,703 for African-Americans and \$28,654 for whites (in 2007 inflation-adjusted dollars). Jefferson County has the largest percentage of African-Americans in the state of Kentucky, accounting for approximately 50% of the state's total African-American population.<sup>1</sup> 21% of Jefferson County's total population is African-American based on the 2005-2007 American Community Survey administered by the U.S. Census Bureau. Although African-Americans constitute a minority in Jefferson County, the percentage of African-Americans in poverty is twice the amount of whites. For Jefferson County, approximately 10% of whites had incomes below poverty, while approximately 30% of African-Americans had incomes below poverty.<sup>1</sup> The disparities do not end with income distribution differences among whites and African-Americans. Disparities can be seen in Jefferson County in the percentage of homeowners, illustrated by "the Metropolitan Housing Coalition in Jefferson County in its 2008 Metropolitan Housing Report" which "indicated that the white population, which is 80% of Jefferson County,

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<sup>1</sup> Kentucky Commission on Human Rights: The State of African Americans in Kentucky, 2009; page 6, 14-15, 20

represents 86.8 % of all owner-occupied households. African-Americans who represent 17% of the county's total population account for only 11% of all owner-occupied housing units."<sup>1</sup>

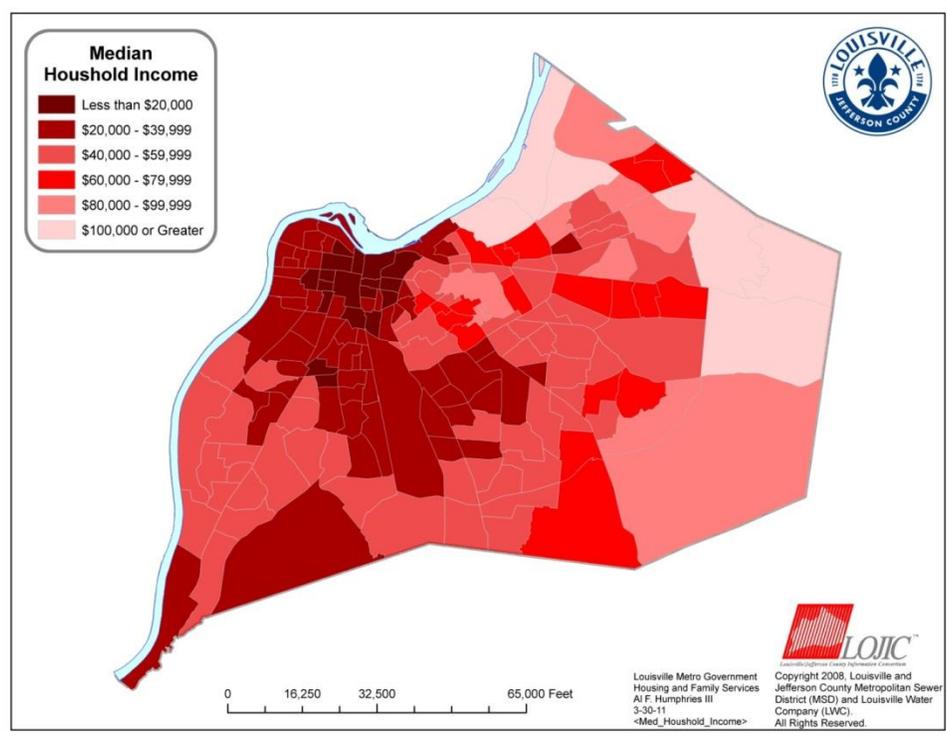
American and 61% (25,052) are female. The Needs Assessments results, which are addressed in Section 2, are representative of these demographics. The total number of unduplicated adults, age 24 or older, is 20,294. The educational attainment percentages for adults are: 4% have less than 8<sup>th</sup> grade; 22% have not completed high school; 46% have

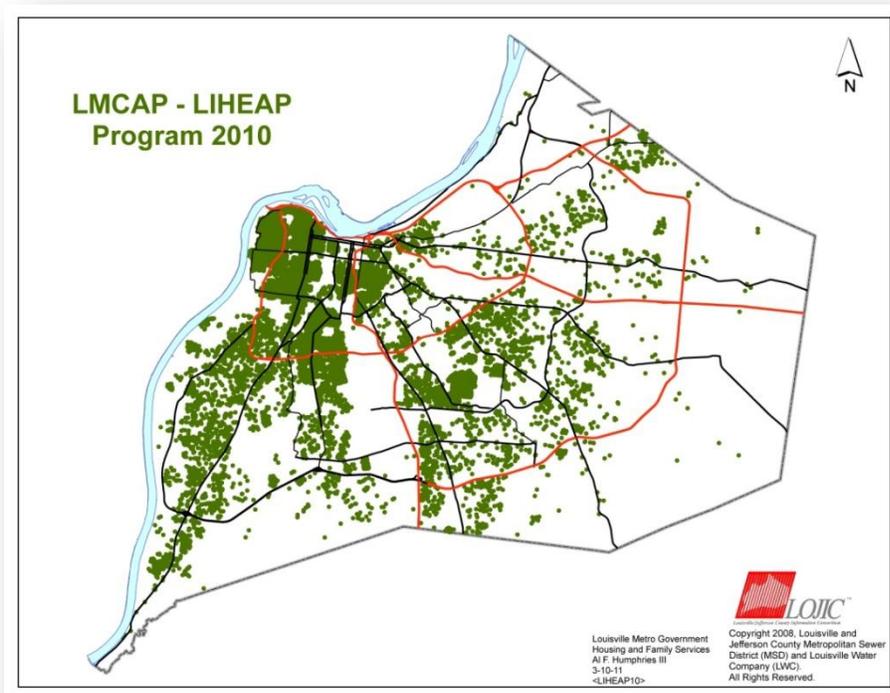
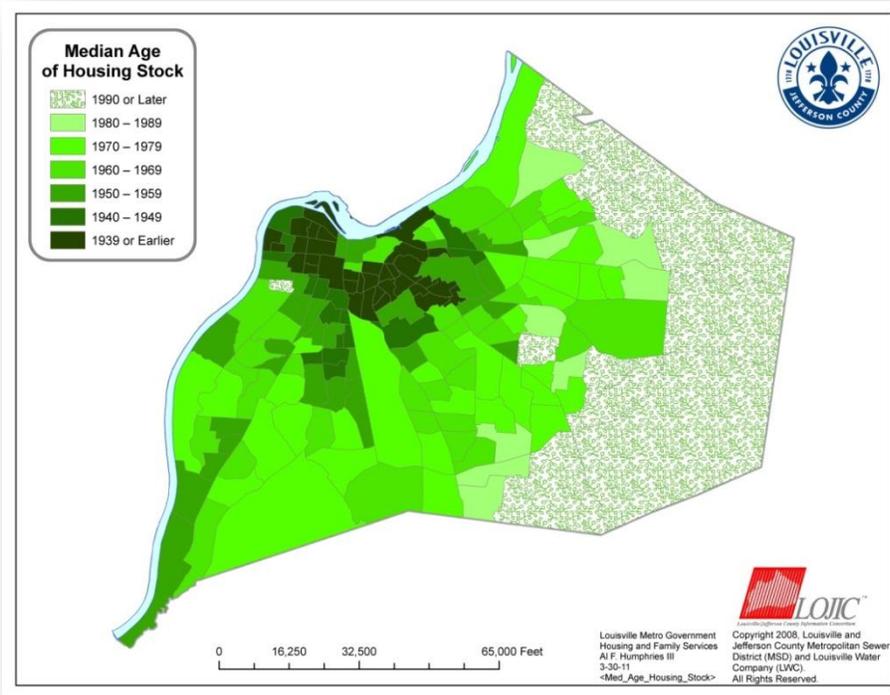


graduated high school or obtained a GED; 19% have some college; and 10% have either a two-year or four-year degree. In conclusion, 71% of LMCAP clients served in FY 2011-2012 have a high school education or less.<sup>2</sup>

<sup>2</sup> Part I: Section G: Program Participant Characteristics; NASCSP CSBG/IS 2010; 2 of 2; accessed March 13, 2012.

Planning staff utilizes LOJIC and CASTiNET to track statistics and demographics to further gauge the needs of individuals and families served in the community. The following maps show the age of housing in Louisville and LIHEAP disbursements. The older housing correlates to LIHEAP beneficiaries and high density poverty areas.





## People Quick Facts: Jefferson County, Kentucky

	<b>Jefferson County</b>	<b>Kentucky</b>
Population, 2011 estimate	NA	4,369,356
Population, 2010	741,096	4,339,367
Population, percent change, 2000 to 2010	6.8%	7.4%
Population, 2000	693,604	4,041,769
Persons under 5 years, percent, 2010	6.6%	6.5%
Persons under 18 years, percent, 2010	23.2%	23.6%
Persons 65 years and over, percent, 2010	13.4%	13.3%
Female persons, percent, 2010	51.7%	50.8%
<hr/>		
White persons, percent, 2010 (a)	72.7%	87.8%
Black persons, percent, 2010 (a)	20.8%	7.8%
American Indian and Alaska Native persons, percent, 2010 (a)	0.2%	0.2%
Asian persons, percent, 2010 (a)	2.2%	1.1%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	0.1%	0.1%
Persons reporting two or more races, percent, 2010	2.2%	1.7%
Persons of Hispanic or Latino origin, percent, 2010 (b)	4.4%	3.1%
White persons not Hispanic, percent, 2010	70.5%	86.3%
<hr/>		
Living in same house 1 year & over, 2006-2010	84.3%	84.0%

Foreign born persons, percent, 2006-2010	5.7%	3.1%
Language other than English spoken at home, pct age 5+, 2006-2010	7.5%	4.6%
High school graduates, percent of persons age 25+, 2006-2010	86.9%	81.0%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	28.5%	20.3%
Veterans, 2006-2010	57,714	331,344
Mean travel time to work (minutes), workers age 16+, 2006-2010	21.3	22.5
Housing units, 2010	337,616	1,927,164
Homeownership rate, 2006-2010	64.7%	69.9%
Housing units in multi-unit structures, percent, 2006-2010	29.0%	17.7%
Median value of owner-occupied housing units, 2006-2010	\$145,900	\$116,800
Households, 2006-2010	300,561	1,676,708
Persons per household, 2006-2010	2.38	2.48
Per capita money income in past 12 months (2010 dollars), 2006-2010	\$26,473	\$22,515
Median household income 2006-2010	\$45,352	\$41,576
Persons below poverty level, percent, 2006-2010	15.5%	17.7%
Business Quick Facts	Jefferson County	Kentucky
Private nonfarm establishments, 2009	19,533	90,661 <sup>1</sup>
Private nonfarm employment, 2009	390,000	1,486,545 <sup>1</sup>

Private nonfarm employment, percent change 2000-2009	-	-
	6.3%	1.8% <sup>1</sup>
Nonemployer establishments, 2009	46,142	265,757
<hr/>		
Total number of firms, 2007	62,990	337,600
Black-owned firms, percent, 2007	8.5%	3.1%
American Indian- and Alaska Native-owned firms, 0.4% percent, 2007		0.3%
Asian-owned firms, percent, 2007	2.6%	1.6%
Native Hawaiian and Other Pacific Islander-owned firms, 0.1% percent, 2007		0.0%
Hispanic-owned firms, percent, 2007	1.9%	1.1%
Women-owned firms, percent, 2007	26.9%	25.6%
<hr/>		
Manufacturers' shipments, 2007 (\$1000)	25,695,383	119,105,421
Merchant wholesaler sales, 2007 (\$1000)	13,000,553	74,680,759
Retail sales, 2007 (\$1000)	10,002,441	50,405,925
Retail sales per capita, 2007	\$14,053	\$11,843
Accommodation and food services sales, 2007 (\$1000)	1,629,185	6,300,866
Building permits, 2010	1,003	7,986
Federal spending, 2009	10,420,272	56,255,193 <sup>1</sup>
<hr/>		
Geography Quick Facts	Jefferson County	Kentucky
Land area in square miles, 2010	380.42	39,486.34

Persons per square mile, 2010	1,948.1	109.9
FIPS Code	111	21
Metropolitan or Micropolitan Statistical Area	Louisville/Jefferson County, KY-IN Metro Area	

Source U.S. Census Bureau: State and County Quick Facts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Non-employer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report Last Revised: Tuesday, 31-Jan-2012 16:51:33 EST; accessed March 2012.

#### **d) Audit Assurance**

Any 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 LMCAP and the Cabinet for Health and Family Services.

#### **e) Compliance Assurance, 45 CFR Part 74**

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

## 2) Community Needs Assessment

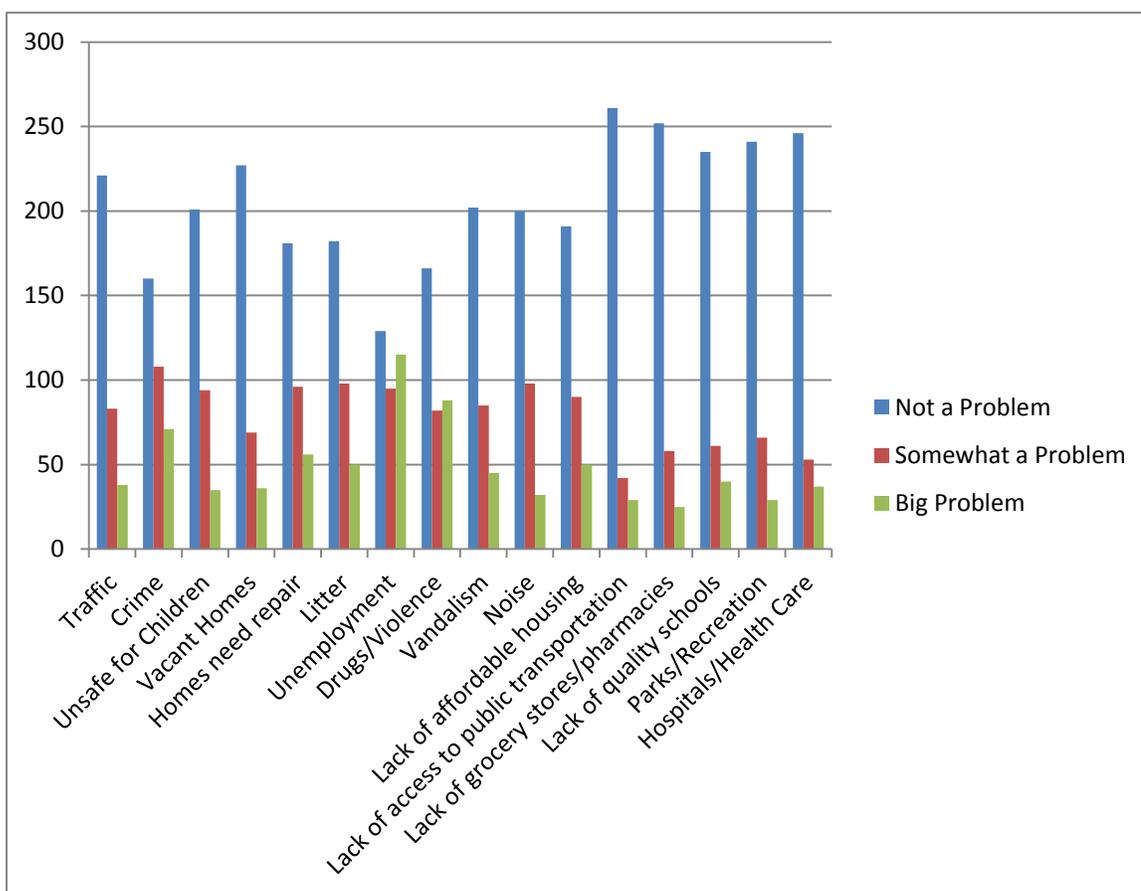
### a) Community Needs Process

Each year, LMCAP administers a needs assessment survey to allow community stakeholders to identify areas of need and concern. The assessment tool was redesigned in 2010 to include neighborhood conditions and concerns. Respondents are asked to evaluate the physical, social, and economic conditions that prevail in neighborhoods where they live and what will help residents in the neighborhoods have a better quality of life. Respondents are asked to identify the priority service areas accessed in the past twelve months and services needed to achieve personal and professional goals. Service providers and community members were able to review the needs results and provide their input. The assessment process enables community members to identify barriers to achieving self-sufficiency goals and gives LMCAP impetus to host a series of meetings and focus groups to strategically plan.

The surveys were distributed at Senior Nutrition sites, Neighborhood Places, Metro Corrections facilities, the Louisville Free Public Library, and the NIA Center. In all, 383 surveys were completed and returned.

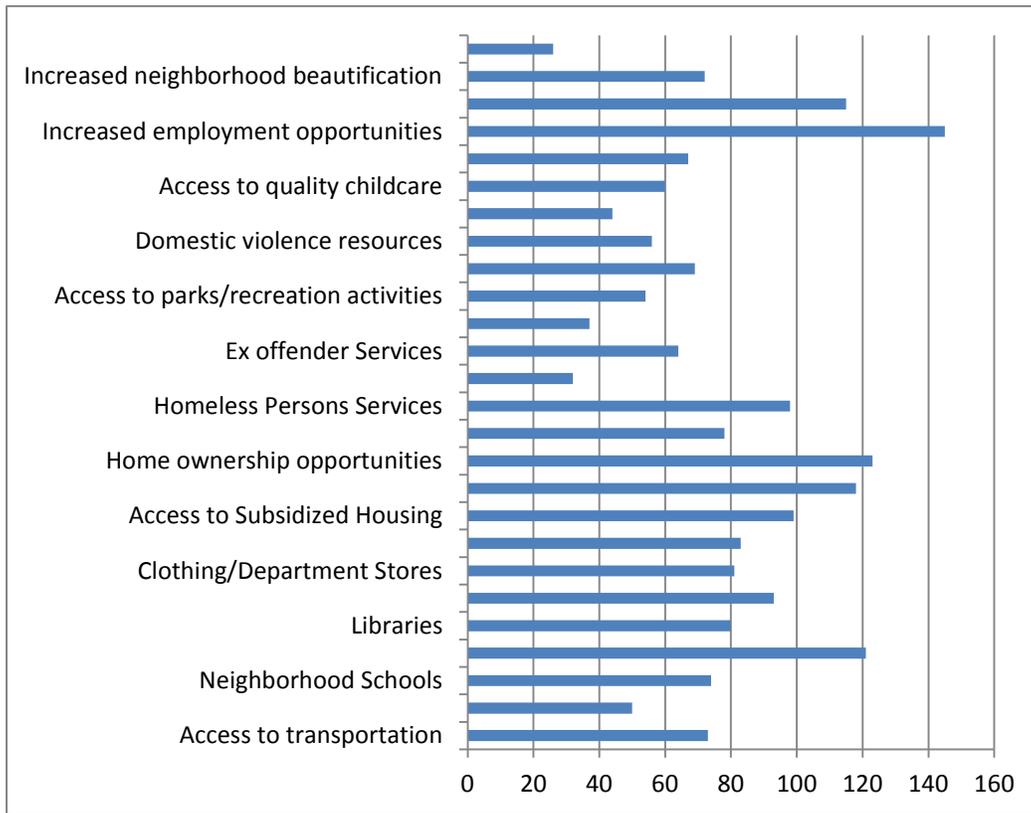
Overall, the Needs Assessment reflects consistently identified needs. Those needs fall under a few main categories. The top three rated areas of neighborhood condition considered to be “big problems” are *unemployment, drugs/violence, and crime*. The top three rated areas for community improvement are increased *employment opportunities, after school activities, and home ownership opportunities*. The top three rated personal and professional goals are *job with a living wage and benefits, purchase a home, and start and keep a savings account*. The top three ranked categories for necessary ingredients for reaching personal and professional goals are help with *rent and utilities, improve credit score, and help finding a job*. A common theme among these responses is the demand for *employment services and job opportunities*. Another common theme is *housing*, whether rent or own, is perceived to be a basic ingredient in reaching self-sufficiency. In addition, *financial empowerment* filters to the top of necessary ingredients for personal and professional success. In conclusion, employment, housing, and financial literacy are the highest ranking priorities from the community’s perspective. The categories ranked top three are: *1) housing, 2) employment, and 3) financial management*.

Please review the following potential neighborhood conditions and indicate the extent to which each is a problem in your neighborhood:



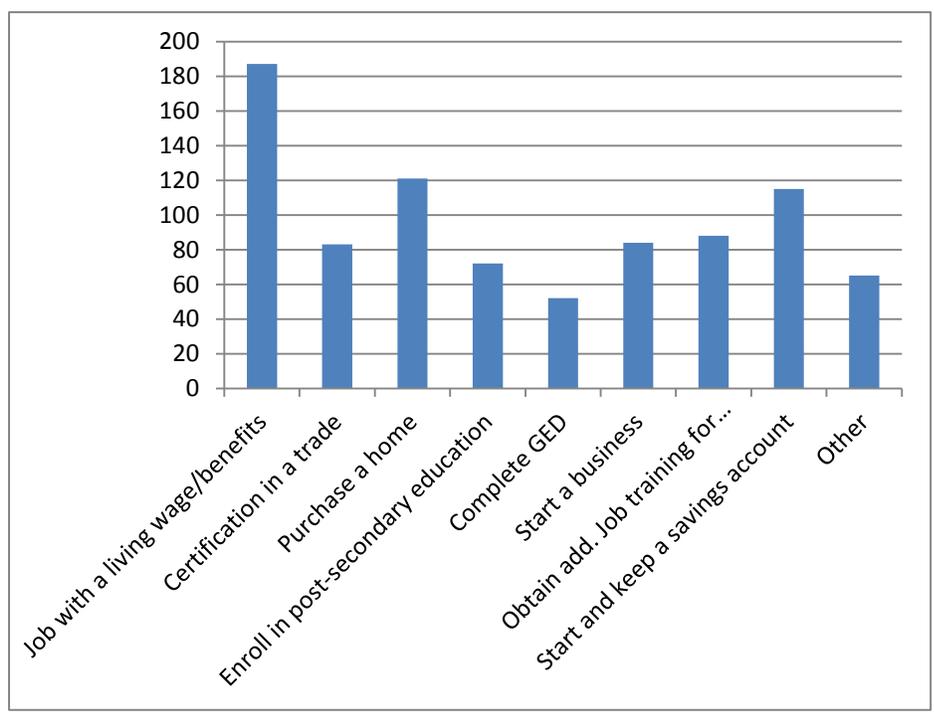
The three biggest perceived problems in neighborhoods are *1) unemployment, 2) drugs and violence, and 3) crime*. LMCAP does engage in preventive work with high-risk youth to ensure that they do not engage in criminal conduct. The program is designed to work with high-school aged children to provide them with the foundations needed to prevent entry into criminal activities.

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

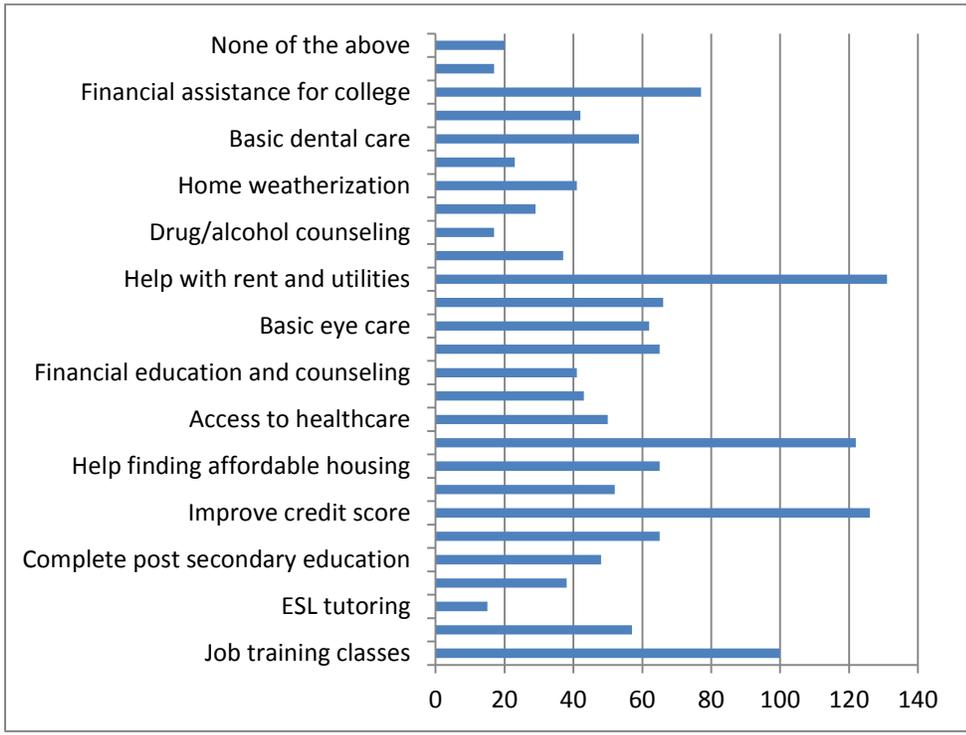


This assessment question reflects how the lack of job opportunities and home ownership opportunities impact quality of life. An employment opportunity with a living wage is the highest ranked personal and professional goal for people to have an increase in their quality of life. Individuals ranked four categories where the most assistance was needed in order to reach their personal and professional goals: *1) rental and utility assistance, 2) finding affordable housing, 3) improved credit score, and 4) job training*. Respondents ranked housing and utilities as areas where the most emergency assistance was sought out and utilized within the last year. The majority of respondents are African-American single parent females renting their home.

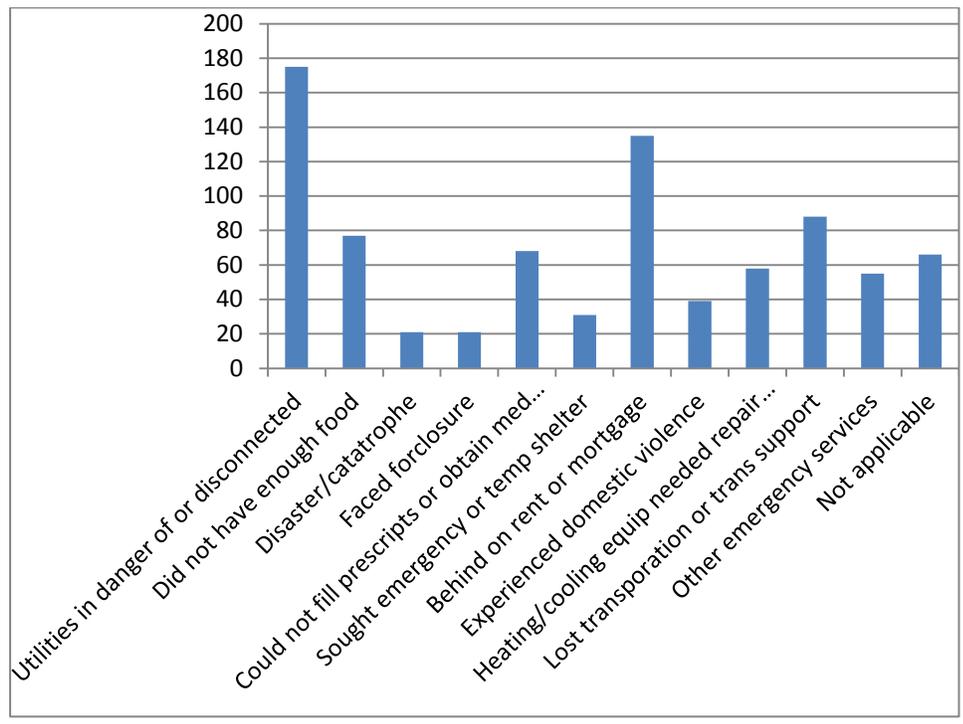
**What personal or professional goals do you hope to accomplish in the next six months to one year?**



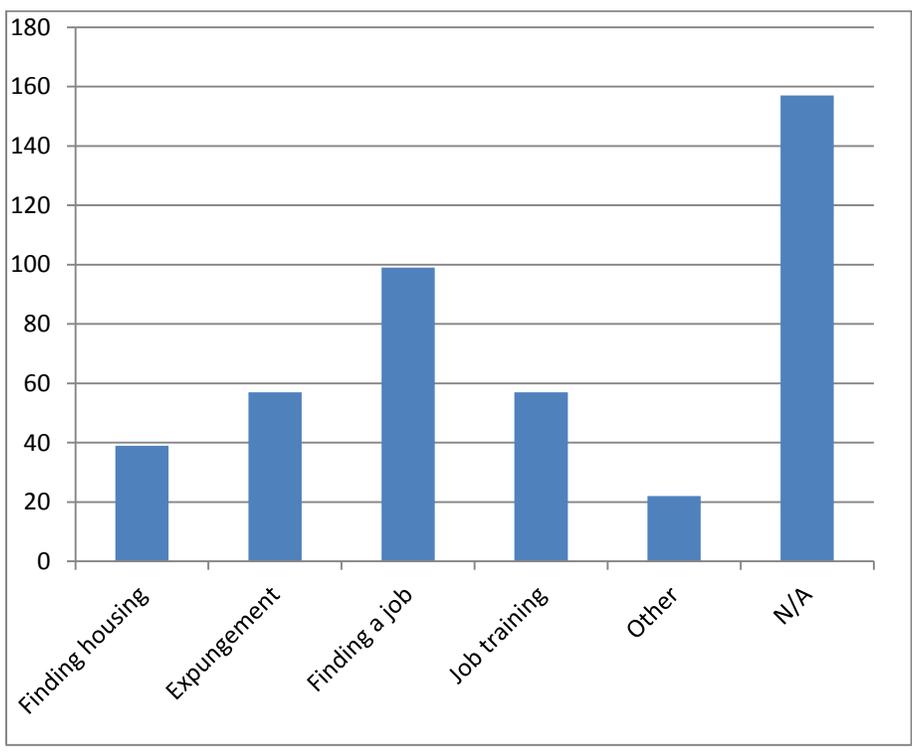
**What do you feel may help you reach your personal and/or professional goals?**



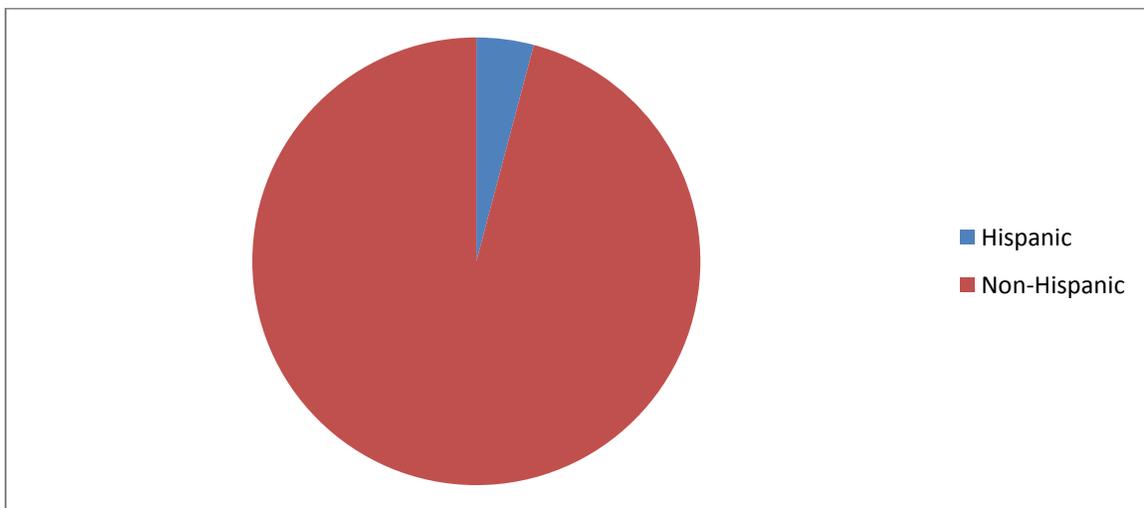
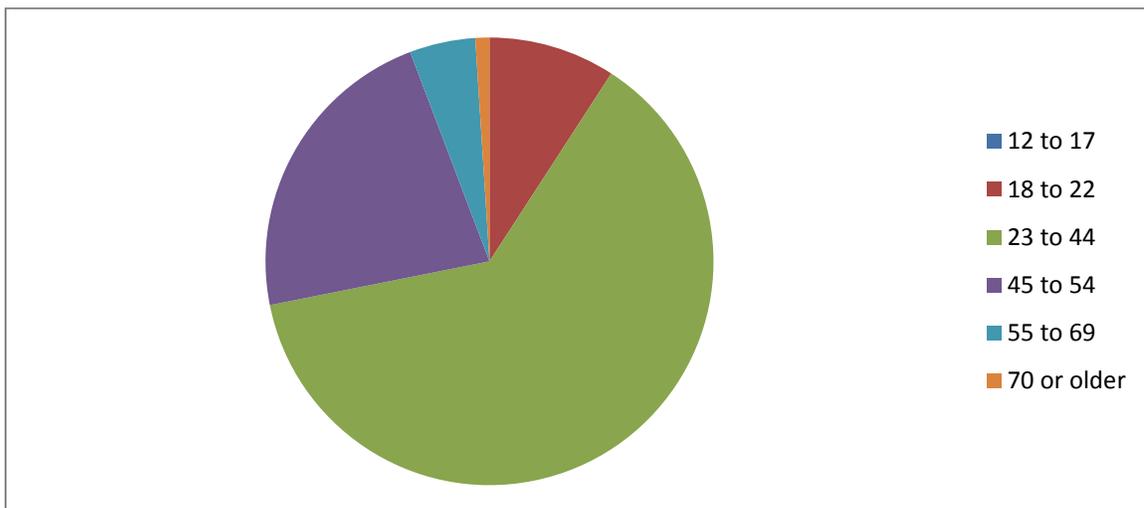
**What emergency circumstances have you and/or your family faced in the last twelve months?**

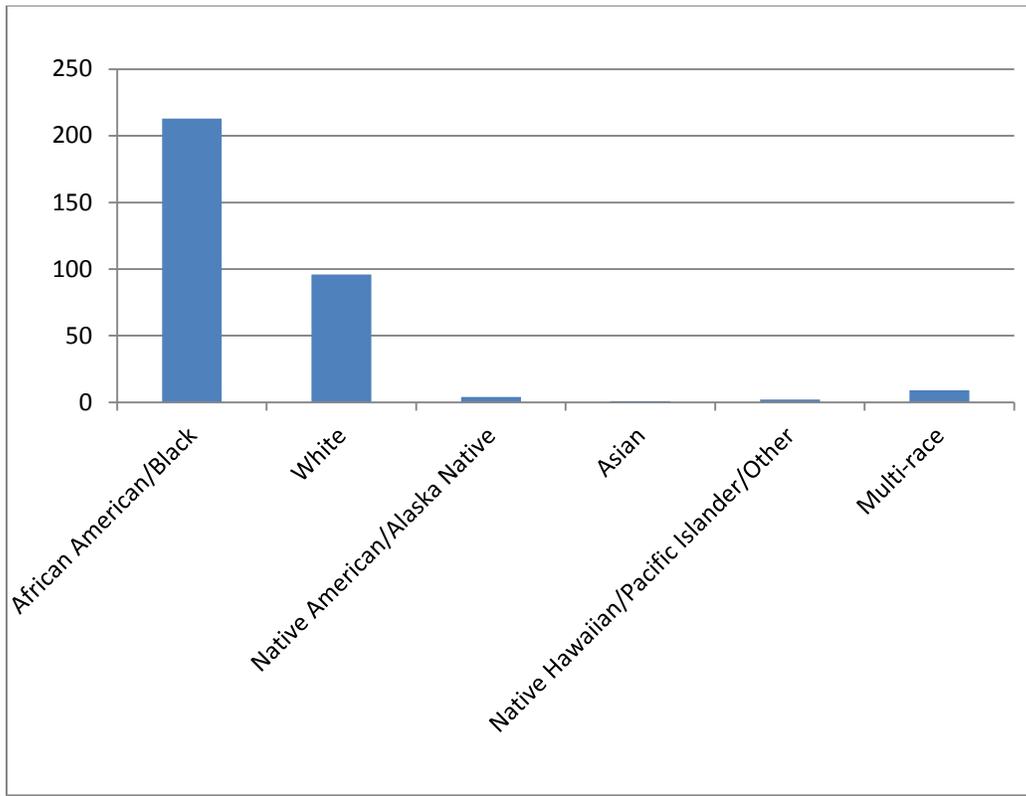
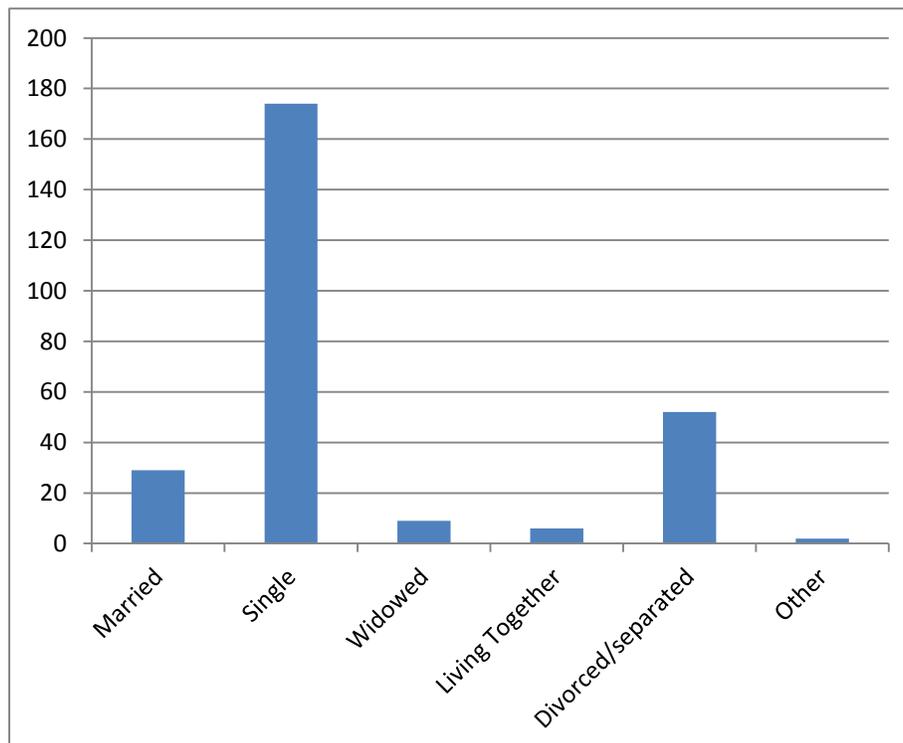


**Do you or a member of your household have a criminal record and need help with one or more of the following?**

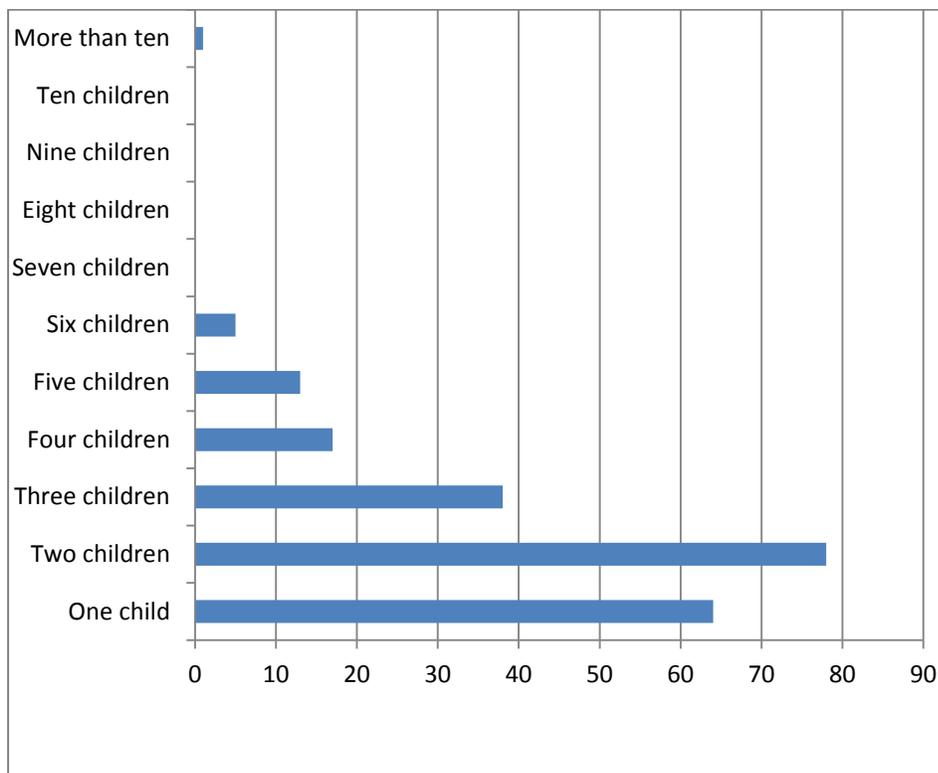


**Demographics:**

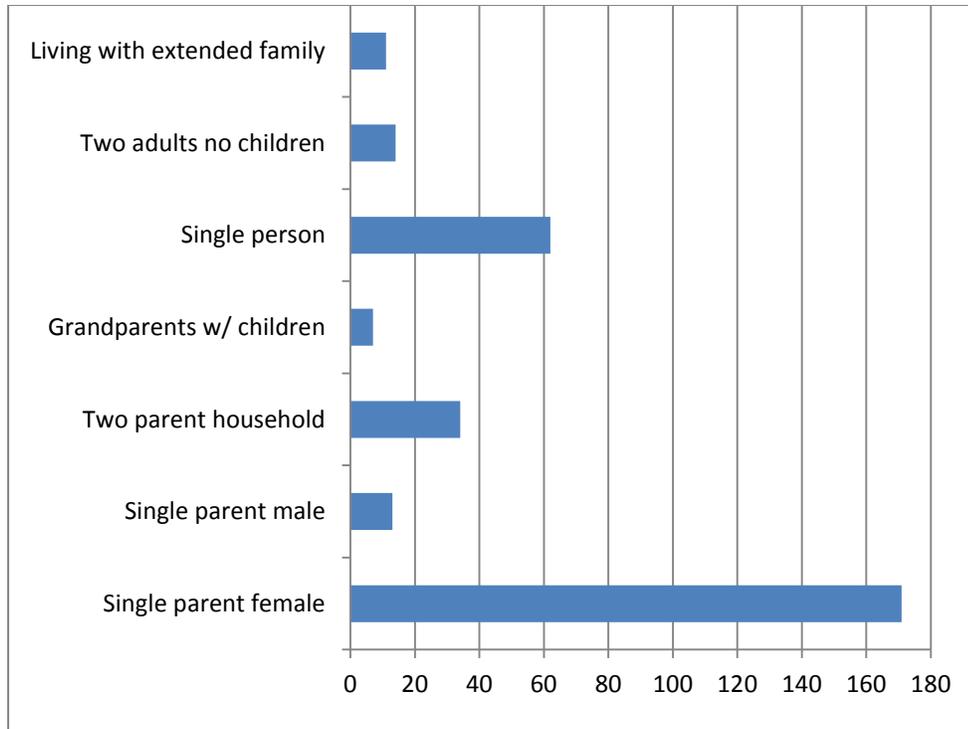


**What is your race or ethnicity?****Which best describes your marital status?**

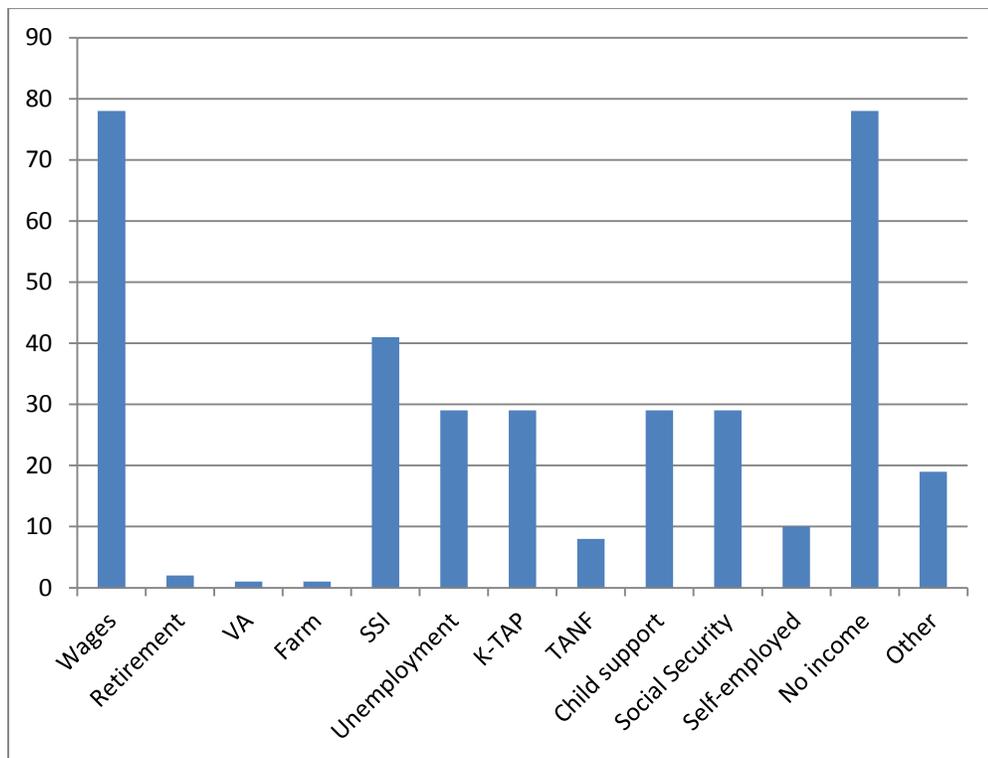
**How many children (under 18) lived in your household 6 months out of the year?**



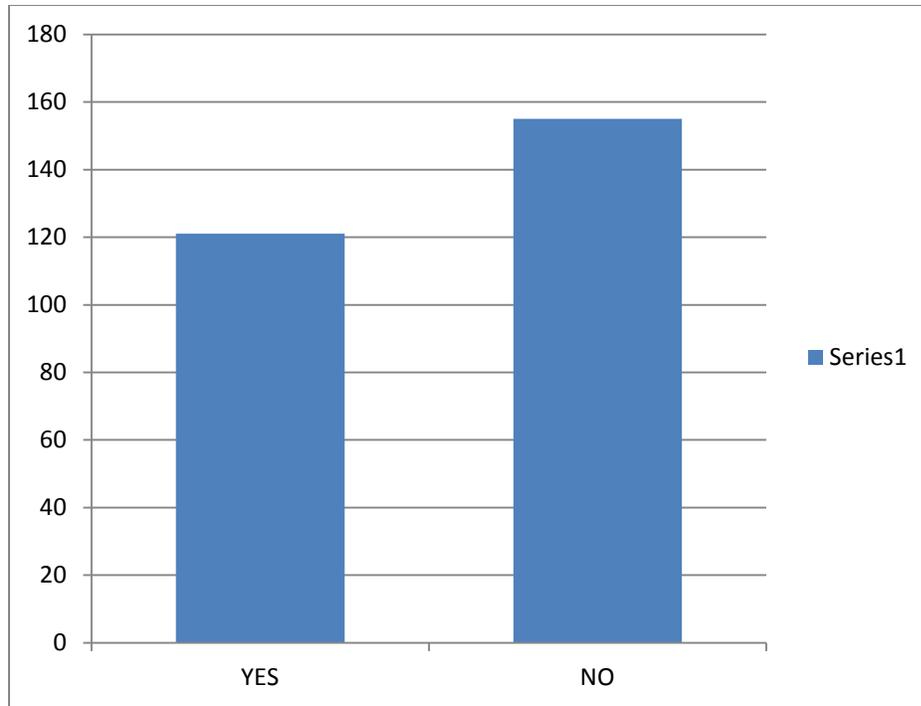
**How would you describe your household?**



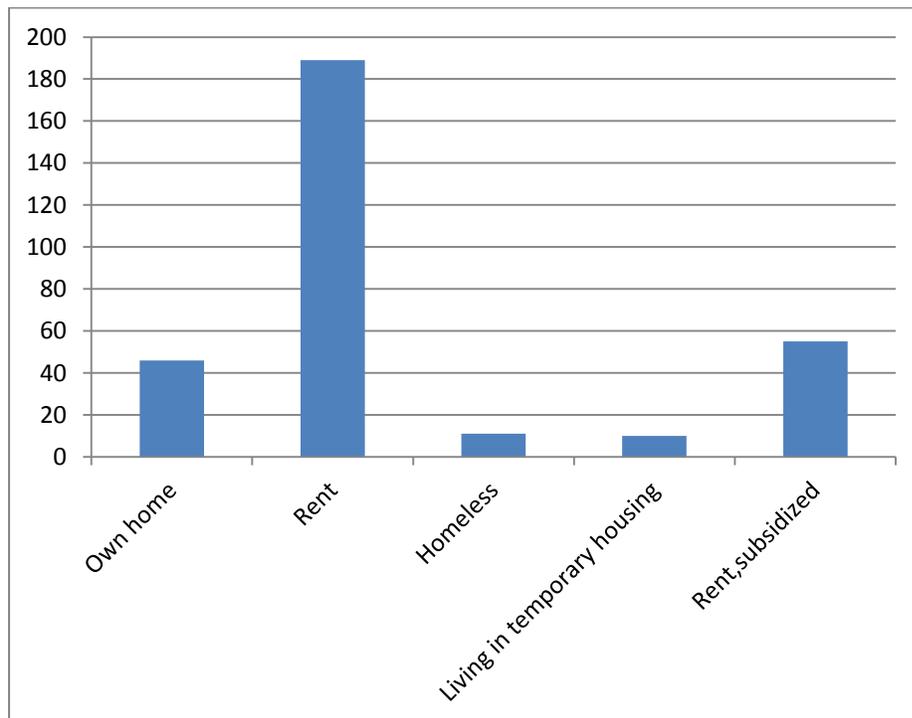
**What are your sources of income?**



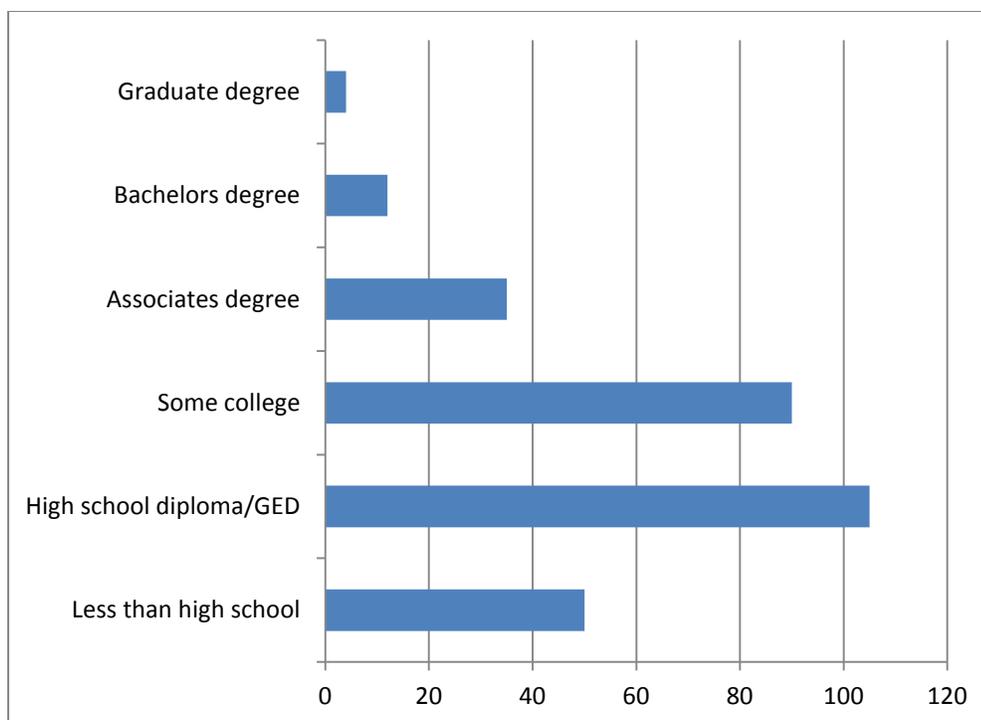
**Do you have health insurance?**



**Which best describes your housing presently?**



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



## b) Client Focus Groups

Two client focus groups were held where suggestions and feedback regarding customers' needs and experiences were discussed. At the end of each focus group, clients were asked to rank the nine service categories as a group activity to conclude the meeting. The nine service categories were ranked as follows:

### Focus Group 1

1. **Housing, Health, Nutrition**
2. **Education, Self-sufficiency**
3. **Income Management, Employment**
4. Emergency Services
5. Linkages

### Focus Group 2

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

LMCAP has made an effort to collect and incorporate the focus group feedback into the annual strategic plan. As the areas of housing, health, education, and employment are ranked as most important, LMCAP programs and services for FY 2012-2013 will also have these areas as

priorities. Housing and health will be incorporated in to the wraparound case management services and will be administered based on need. These services will be provided for the duration of case management and follow-up will be provided. Education and employment are also given priority in FY 2012-2013. LMCAP is partnering with Kentuckiana Works for short-term job training and career case management, and Jefferson Community and Technical College (JCTC) for educational services. JCTC is positioned to identify income-eligible students to receive tuition assistance. Both partnerships allow LMCAP to reestablish linkages with vital community partners, utilize existing infrastructures and networks for education and employment, and strengthen the quality of services provided to clients.

### **c) Community Collaboration**

The community collaboration process included two planning phases to bring community representatives to the planning table to identify services available in the community and areas for collaboration. The first planning meeting was among CSR supervisors, managers, and administrators. The subdivisions represented were housing, housing rehabilitation, Neighborhood Place, financial empowerment and self-sufficiency services. LMCAP identified several internal agency partners for FY 2012-2013. LMCAP will partner with the Neighborhood Place locations throughout the city, with special focus on the Neighborhood Place housed in the same location as DCBS offices and social workers. Neighborhood Place assists clients with emergency financial assistance. LMCAP will accept direct referrals from Neighborhood Place to LMCAP self-sufficiency case management.

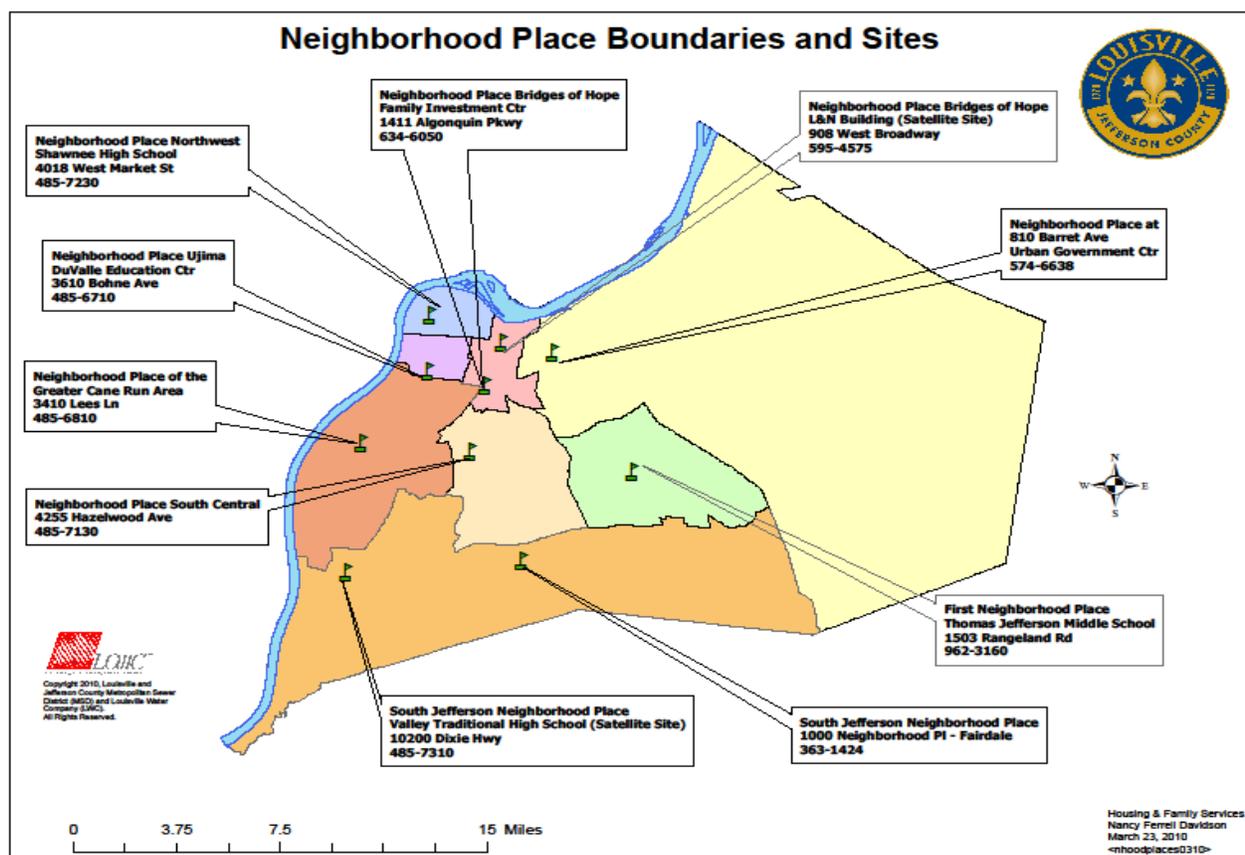
A second opportunity for collaboration is with the housing rehabilitation team, which can provide housing inspections as needed. Finally, the financial empowerment component of LMCAP case management will be strengthened by CSR's position in the Family Economic Success Network and the Bank On Louisville movement, which has had unprecedented success in assisting individuals in opening bank accounts to protect family and community assets.

### **d) Community Strengths, Needs and Services**

The social services community in Louisville has a strong history of collaboration to address many of the core issues surrounding poverty including financial insecurity, limited education and job training, limited employment opportunities, unsafe and unaffordable housing,

and limited access to medical and mental health services. Collaborations are possible through task forces which regularly bring agencies together. Each year, the following organizations have a measurable impact on the fight against poverty in Louisville Metro: 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 and member agencies, Louisville Metro Housing Authority, Louisville Urban League, Metro Human Needs Alliance and member agencies, Metropolitan Housing Coalition member agencies, Metro United Way, New Directions Housing Corporation, Salvation Army, St. Vincent DePaul, Volunteers of America of Kentucky, Wayside Christian Mission, Youth Build, and Youth Opportunities Unlimited.

*Map of Neighborhood Place sites and points of entry for LMCAP self-sufficiency case management in FY 2012-2013.*



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

#### **a) Employment**

Employment support services without restrictions are Jefferson County Public Schools Career Assessment Center, Jefferson County Public Schools Workforce Services, Kentucky Office for Employment and Training, Louisville Central Community Center, Inc. Self-Employment, Louisville Urban League Employment Services, and Metro United Way Special Outreach Services to the Unemployed. Programs for Economically Disadvantaged are Career Resources Inc., Jewish Family & Vocational Services, Job Corps Employment Training Program, Louisville Education and Employment Partnership, Louisville Youth Alliance, Migration and Refugee Services, a Catholic Charities agency, Kentucky Refugee Ministries, Project One, and Wesley House Community Services: Louisville Works. Programs for Persons with Disabilities are Access Partnership, Career Visions, Center for Accessible Living Employment Program, Goodwill Industries, Harbor House, and Kentucky Department of Vocational Rehabilitation.

For seniors is the Senior Community Service Employment Program. Seniors are served by a multitude of other agencies including KIPDA. “The mission of KIPDA Area Agency on Aging and Independent Living is to promote and ensure meaningful and timely services are available for all older adults and persons with disabilities to improve their health, safety and overall well-being, and to provide leadership to the aging network through planning and coordination.”

CSR's Foster Grandparents Program places nearly 100 income-eligible seniors in volunteer roles throughout our community. The majority of our grandparents are volunteers in Jefferson County Public Schools. The Foster Grandparents Program provides volunteers a stipend to cover costs associated with volunteering, and remove barriers to volunteer activities.

## **b) Education**

Educational services are provided by Jefferson County Public School System and Jefferson Technical and Community College among many others. One notable movement is 55,000 Degrees campaign, which is "committed to furthering the Greater Louisville Education Commitment, a targeted plan to raise education levels in our community. The Commitment's vision is to create a world-class, seamless and coordinated education system that provides ample opportunities for developing creativity and critical thinking, skilled workers, engaged citizens, and civic leaders. The purpose is to galvanize education, business, faith, civic, and community leaders and organizations in support of a common agenda to increase education attainment, prosperity, and the quality of life. The goal is to move Louisville into the top tier among its peer cities by raising education attainment so that by 2020 at 40% of working-age adults hold a bachelor's degree and 10% an associate's degree.<sup>3</sup>

Greater Louisville post-secondary community is collaboratively and effectively responding to community economic development challenges by bridging the gap between academia and business and increasing our region's post-secondary graduation rate. The mission is to function as a regional clearinghouse that fosters "competition" among the post-secondary institutions, aligns higher education activities with regional community economic development goals, and serves as the premier education and workforce development system.

One initiatives of the HIRE Education Forum is Graduate! Greater Louisville: GED to PhD. This is community initiative that is working to connect residents with higher education opportunities from GED to PhD and everything in between. Another program is College Day Out!, which is a district-wide program partnership with Jefferson County Public School. The event allows eighth graders to experience a half-day of college so they can learn more and whet their appetites for higher education. There is also Spring Fling, an event that specifically targets

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<sup>3</sup> 55,000 Degrees; <http://www.55000degrees.com/>

students who did not finish a credential while enrolled as an undergraduate in a post-secondary education. The goal is to motivate those students to re-enroll now. Additionally, there is Corporate Education Connection which is an event which focuses on making the connection between businesses and academia so they can build mutually beneficial partnerships. The Community-Wide Internship Program is a new web platform which connects employers with talented college and university students through internships. At [www.GraduateGreaterLouisville.com/interns](http://www.GraduateGreaterLouisville.com/interns), employers can post to find talented student interns and potentially future employees, and students can find internships to gain professional experience and exposure with employers. Finally, the Education Fair in a Box is a specially developed system which makes it simple for an employer to host an on-site higher education fair with the best colleges and universities in the region.

In addition to this, financial supports can be acquired by the VITA/FAFSA Partnership. This is a specific program designed to offer assistance to those completing their tax returns at VITA sites to also complete higher education financial aid forms (FAFSA). The goal of this program is to be able to work one-on-one with those individuals filing their income tax forms to utilize the financial information, and potential tax returns, towards the pursuit of higher education.<sup>4</sup>

### **c) Literacy, Empowerment**

Bank On Louisville (BOL) is bringing together an innovative partnership from private, public, and community sectors with the goal of giving all 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. BOL is a comprehensive program to serve the "unbanked" and "under-banked," those who live without access to mainstream financial institutions and are forced to rely on expensive check-cashing services.

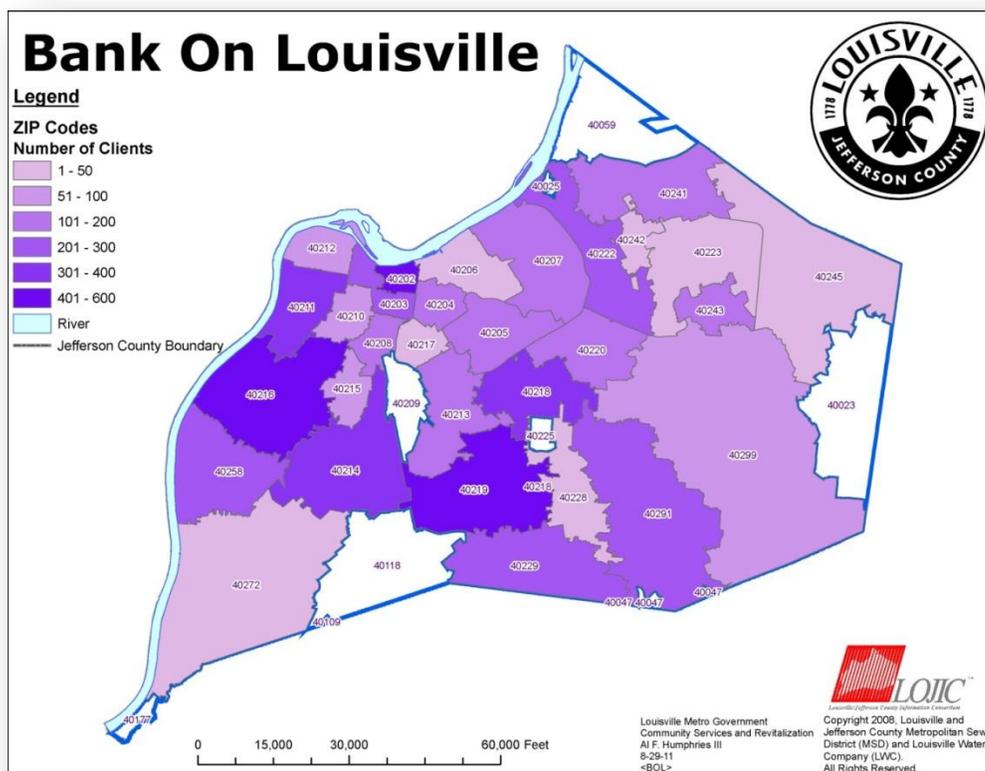
BOL surpassed its first year goal of opening 500 new bank accounts; a total of 5,952 of bank accounts were opened. Based on this success, Mayor Fischer has urged the BOL

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<sup>4</sup> HIRE Education Forum- Higher Income Requires Education;  
<http://www.greaterlouisville.com/hire/default.asp>

Leadership Team to set new stretch goals in FY 11-12, of opening 7,500 new accounts and engaging 500 financial education participants. Partners 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.<sup>5</sup>

Louisville will use new grant funding to strengthen its efforts to provide financial education and empowerment opportunities to its most vulnerable citizens; Louisville Metro's CSR submitted the grant proposal to the Living Cities to create a model called "Money Talks" with the goal of increasing the capacity to fully integrate economic empowerment strategies into service delivery. As the social services provider for Metro Government, CSR assists thousands of Louisville residents each year with a variety of programs including emergency financial assistance, household income supports, energy aid and nutrition programs, as well as education, training, and employment opportunities.



<sup>5</sup> Bank On Louisville; <http://www.louisvilleky.gov/economicdevelopment/BankOnLouisville/>

CSR also indirectly serves clients through the distribution of Community Development Block Grant (CDBG) funds and Emergency Solutions Grant (ESG) funds to providers of supportive services, including financial education, to families who are homeless or at risk of becoming homeless. The \$156,000 grant will allow CSR to partner with more than a dozen providers to create the “Money Talks” model which will research best practices and then standardize, quantify, and embed financial empowerment services into their programs.

The partners currently working with CSR include the Coalition for the Homeless, Network Center for Community Change (NC3), Consumer Credit Counseling Service, Louisville Urban League, Family Scholar House, St. John Center for Homeless Men, Salvation Army, Family Health Centers, Bellewood, New Directions Housing Corporation, Family & Children’s Place, YMCA, Wayside Christian Mission, The Center for Women and Families, Choices, Inc., Volunteers of America, and Louisville Metro Community Action Partnership. The grant continues until June 2013.

Living Cities is an innovative philanthropic collaborative of 22 of the world’s largest foundations and financial institutions whose members include the Ford, Rockefeller and Bill and Melinda Gates foundations. Living Cities blends the collective financial resources of its members and deploys their collective knowledge and experience to improve the lives of low-income people and the cities where they live.

Consumer Credit Counseling and Urban League provides free budget counseling and debt management assistance to help those with debt problems avoid bankruptcy; services include debt consolidation, developing repayment plans, and personal budget counseling to avoid future problems. South East Associated Ministries provides Life Skills Center Services. These are provided to residents of the Hikes Point, Buechel, and Newburg areas (40218 and 40220) and are aimed at building skills through various activities including support groups, life skills workshops, training on job search and retention, job counseling, budget counseling, and computer training. The agency also provides homeless prevention services and case management.

Guardia Care provides Payee and Guardianship Services which are daily money management services and court-appointed fiduciary services for individuals who are elderly, disabled, or homeless and cannot handle their own finances. The Internal Revenue Service provides the Volunteer Income Tax Assistance (VITA) program. This trains volunteers, including retired tax professionals and senior volunteers, to offer free tax preparation in neighborhood locations for low-income individuals. Through the Louisville Asset Building Coalition (LABC) VITA, Earned Income Tax Credit (EITC), and Financial Literacy Coalition partners recruit volunteers to provide free tax preparation for low-income individuals with the goals of increasing participation in EITC. In addition, LABC offers credit building, debt management and financial education. Finally, the Center for Women and Families offers Individual Development Accounts (IDAs). In addition to coordinating with the LABC, the agency provides IDAs to community residents. The center provides \$2 for each \$1 the participant saves. LMCAP participated in IDA services through the Kentucky Domestic Violence Association in FY 2011-12.

#### **d) Housing and Homelessness Prevention**

Louisville Metro CSR offers supportive services and federally funded permanent housing programs, outreach and advocacy, and home repairs. CSR also administers rental development, Community Development Housing Organizations, neighborhood stabilization, and land use initiatives including the Land Bank Authority, Vacant Property Review Commission, and Urban Renewal Properties. LMCAP is situated within CSR and has access to supervisors, managers, and administrators of these programs for collaboration and leveraging opportunities.

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.

Other agencies providing housing services include Kentucky Housing Corporation, Louisville Metro Housing Authority (LMHA), Metropolitan Housing Coalition, and New Directions Housing Corporation. LMHA is represented on LMCAP's board.

#### **e) Emergency Services**

There are numerous public and private institutions addressing the emergency needs of Louisville Metro residents. LMCAP and LIHEAP subsidy and crisis programs provide emergency energy assistance to an estimated 20,000 households annually. LMCAP provided heaters and air conditioners to individuals and families in crisis in FY 2011-12.

Emergency financial assistance is available through LMCAP, Louisville Metro Human Services, Neighborhood Place, and JCPS FRYSCs. Generally, clients are eligible for assistance one time annually and household income and documentation are generally part of the determination of eligibility. 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 for unaccompanied youth, 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 LMCAP.

#### **f) Nutrition**

In addition to providing emergency food, Dare to Care Food Bank operates 13 Kid's Cafes which provide more than 98,000 evening meals per year to children in need. This organization distributes approximately 14 million pounds of food to residents each year in partnership with more than 300 local agencies, including LMCAP. More than 192,000 people per year are provided with food from Dare to Care Food Bank. Meals on Wheels and Senior Congregate Meal Program are both managed by CSR and serve homebound and active seniors respectively.

### **g) Community and Civic Participation**

LMCAP has greatly improved its linkages in the 2011-12 fiscal year. Increased partnerships include those within CSR as well as involving the community in a series of discussions about LMCAP services. These have included as LIHEAP strategic plan, multiple meetings with other agencies, increased community visibility at area events, and other areas of focus.

LMCAP is truly emphasizing linkages in the community in FY 2012-13. LMCAP and Neighborhood Place (NP) will partner and provide direct referrals for services. LMCAP can refer individuals and families to NP for Emergency Financial Assistance and NP will refer eligible clients into LMCAP case management services. Because NP is a “one-stop” center located in eight areas throughout Louisville Metro and positioned within areas of high density poverty; NP provides residents with referral and direct access to health, education, employment, and human services in one location. Six of the eight NPs are housed in the same location as DCBS offices and social workers.

Partnering agencies include Kentucky Cabinet for Health and Family Services, Louisville Metro Department CSR, Louisville Metro Housing Authority, Louisville Metro Health and Wellness, Center for Health Equity, Jefferson County Public Schools, federally funded Family Health Centers, Jefferson Technical and Community College, Kentuckiana Works, and services Continuum of Care, and Everyone Reads, a youth service providers’ collaboration.

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

Currently, Louisville Metro Department of 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 purpose of this agency is to be a “one-stop-shop” to help families address multiple barriers to self-sufficiency by assessing their situations as whole, then linking the family to available departmental or community services and resources.

Louisville Metro Housing Authority and Section 8 have a self-sufficiency program providing intensive case management services to residents living in public or subsidized housing

to accomplish long-term goals and to develop knowledge about income management, homeownership, job skills, and parenting skills. LMCAP will be leveraging the Louisville Metro Housing Authority's position on the LMCAP board as a resource of knowledge and best-practices for self-sufficiency services.

FY 2011-2012 had high demand and successful programming for both education and short-term job training. These services will be provided in FY 2012-2013. Partnerships will be established with JCTC and Kentuckiana Works to provide quality services to LMCAP clients. Among the many partnerships that LMCAP will be engaged in over the course of FY 13, mutual understandings of the expectations for quality of service provision, timely communication, and reporting arrangements will be clearly stated in memorandums of understanding (MOU) with each agency. In addition to the MOU, LMCAP will assign a staff member to act as the liaison between LMCAP and the respective agency to address any questions or concerns.

Another service remaining in FY 2012-2013 is transportation for senior citizens to meet the demand in linking senior citizens to congregate meal sites to improve access to nutritious meals and a supportive social network.

**The following are current LMCAP self-sufficiency programs based in FY 2011-2012:**

The Re-entry Initiative is a LMCAP FY 2011-2012 program to meet the needs of inmates transitioning out of community corrections or jail facilities who otherwise would be released with little or no job readiness, education or life skills. The partnerships being created with service providers making direct referrals into LMCAP programs will be maintained. The program name will no longer be used, but the partnerships and direct referrals into self-sufficiency case management will still be utilized.

Team HOPE works with families and individuals to overcome multiple barriers to self-sufficiency through long-term case management. Participants receive assistance with job readiness, assessing mental and medical health care, budgeting, and job search life skills. Although the program name will no longer be used, the same services will be available through the revamped case management structure.

### **i) 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 Family Health Centers, Inc., Passport insurance, Phoenix Health Centers, and our Summer Heat Relief program. 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, during the regular hours of operation, for anyone in need of care. Passport insurance is the state-funded insurance providers for children under 18 to ensure access to medical 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 Neonatal Intensive Care is one of the largest in the country. Connected by pedway to the Norton Hospital Women's Pavilion ensures that at-risk newborns get the care they need without delay. "Just for Kids" Transport Team is a fleet of vehicles and aircraft maintained and used to safely transport children to Kosair Children's Hospital for specialized medical care. Kentucky Regional Poison Center offers comprehensive poison information and a toll free hot line. Kosair Children's Hospital has the Office of Child Advocacy.

#### **4) Coordination between Government and Other Agencies**

LMCAP's coordination and linkages with government and other social programs ensure the effective delivery and reduced risk of duplication of services. LMCAP collaborates with the following agencies and/or forums: Coalition for the Homeless, Community Coordinated Child Care, Continuum of Care, Jefferson County Public Schools and Adult Education, Jefferson Community and Technical College, Kentuckiana Works, Louisville Free Public Library, Louisville Urban League, Legal Aid Society, Metro Call, Association of Community Ministries, Department for Community Based Services Regional Administrator, Board of Probation and Parole, CSR and its subdivisions, including the Office of Aging and Disabled Citizens, Office of Women, Office of Homelessness, Neighborhood Place, and Senior Services, Louisville Metro Parks, Kentucky Domestic Violence Association, domestic violence and IDA program, Kentucky Housing Corporation, Transit Authority of River City, Louisville Metro Fire Departments, Louisville Metro Police Department, Louisville Metro Health and Wellness and the Center for Health Equity, Goodwill Industries, and the University of Louisville.

Greater Louisville Inc., the Louisville Metro Chamber of Commerce, works to attract, provide services for, and expand businesses in Jefferson County. As local business expands, the number of employment opportunities available to residents of the community is increased. Part of Greater Louisville Inc.'s mission is to support minority owned businesses, and to increase the standard of living for all community members.

#### **5) 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. 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. Community-based organizations will have more success in serving their clients and fulfilling

their missions, while leading to new business opportunities for mainstream financial institutions.<sup>6</sup> Please see section 2 (c.ii.3.) for more information on specific BOL partners.

## **6) Economic Development Activities to Assist Low-Income Individuals**

LMCAP is committed to Economic Development in the Louisville Metro area. Primary activities in this category include job creation; job training and placement; outreach and technical assistance to develop micro-enterprises, and micro-enterprise loans. Micro-enterprise development is a beneficial strategy to individual entrepreneurs and the community by promoting economic development and employment opportunities in low-income areas. LMCAP is the lead agency for forgivable micro-enterprise development activities.

LMCAP conducts outreach to identify potential micro-enterprise participants; provide them with technical assistance to create business plans, assist in the selection of an appropriate business site, expose participants to financing options and requirements, walk them through the permitting and approval process 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-enterprise or small businesses to increase tax revenue and sustain local services.

## **7) Compliance with Equal Opportunity Legislation**

LMCAP 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. LMCAP 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, the Louisville Urban League, and the Kentucky Commission on Human Rights. In addition, numerous groups advocate on behalf of the disabled, immigrants and refugees, the elderly,

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<sup>6</sup> Bank On Louisville; <http://www.louisvilleky.gov/economicdevelopment/BankOnLouisville/>

children, and gays and lesbians in Jefferson County. LMCAP staff is knowledgeable about the community resources stated above, and will refer customers as needed. Equal opportunity legislation and regulations are posted at each of our locations. Participants in our employment training programs are informed of their rights under the law and printed information on the issue is made available at our service locations.

## **8) Prioritized Services Funded by CSBG**

### **a) Prioritizing Services**

To set a foundation for LMCAP sets out to achieve in FY 2012-2013, the LMCAP team has established that seven of the nine service categories directly correlate to achieving self-sufficiency. Based on the 2012 Needs Assessment results and on the client focus groups feedback, the service categories perceived as most important in alleviating poverty and creating a better quality of life are **1) Housing, 2) Health, 3) Nutrition** (associated with health), **4) Education, 5) Employment and training, and 6) Income management**. Emergency services category was ranked as low priority in the focus groups as was the linkages category. Linkages category was phrased as community partnerships for clarity of terminology for clients understanding. A detailed explanation of LMCAP's program model incorporating the prioritized categories follows in the next sections.

**Based on the community needs assessment, planning meetings and input from community members, the ranked categories are as follows for 2012-2013:**

- 1. Housing**
- 2. Health**
- 3. Nutrition**
- 4. Education**
- 5. Employment**
- 6. Income management**
- 7. Emergency services**

## 8. Self-sufficiency

### 9. Linkages

In deference to these rankings and the results of the client and community focus groups, LMCAP is especially focusing on the above services. Services will be more holistic and longer lasting to ensure that clients will benefit from extended supports. The goal of these supports is to usher clients off services and into complete self sufficiency. By implementing this plan, we hope to improve our community by making clients more independent as well as statistically reflect the improvement in client livelihood through ROMA reporting.

#### **b) Self-Sufficiency Case Management**

In FY 2012-2013, LMCAP self-sufficiency case management team will provide case management services to clients who have multiple barriers. LMCAP's outreach and intent will be to target resources to the most vulnerable and underserved people by meeting prospective clients where they are already seeking assistance in the community. By extending LMCAP's presence in the community, resources become more accessible to the most vulnerable and underserved. Working with the Neighborhood Place strengthens LMCAP's capacity in carrying out the mission of the organization.

Self-sufficiency case managers will all have access to a menu of services that can be provided to clients based on their unique needs. The services menu will include financial assistance for housing, utilities, transportation, childcare, healthcare, education, and training. The services selected for the client from the menu will be tailored to the unique needs of the client based on information gathered during assessment.

**At intake:** clients will be assessed at the Neighborhood Place locations, either by DCBS social workers or Neighborhood Place social workers, and eligible clients will be directly referred into LMCAP self-sufficiency case management. When clients meet with an LMCAP case manager, the case manager will 1) verify eligibility and documentation; 2) administer a Scale Assessment in CASTiNET to gather more detailed information from the client about their immediate needs and goals; 3) identify services to be provided based on client need; 4) determine whether the client needs three or six months of case management services.

**Determining appropriate length of time for case management:** If the client is in crisis or vulnerable in three or more of the six Scale Assessment categories, the client will receive six months of case management services. If the client is stable in three or more of the six Scale Assessment Categories, the client will receive three months of case management services. This will ideally be enough time to ensure clients can become self sufficient and improve their financial condition.

**Purpose:** LMCAP's purpose is to case manage clients for longer periods of time while simultaneously providing services. This allows clients and case managers to identify unique barriers to self-sufficiency and address them over the course of three or six months. During the three or six months, the clients will stabilize while working towards the goals they have set for themselves. After 90 days, another Scale Assessment will be administered to measure the impact of services on a client's stability.

**Services:** Client needs and financial supports will be determined by the case manager on the first meeting provided for over the duration of case management. The services are:

- Rental assistance,
- Utility assistance (during non-LIHEAP months),
- Transportation assistance,
- Childcare subsidy assistance,
- Health services and prescription assistance for those with mental illness, and
- Short-term job training or education;

Ideally, clients will stabilize and demonstrate some level of self-sufficiency, which will be measured by a Scale Assessment administered again after 90 days. With the experience and insight of the LMCAP case managers, they will work with clients to set realistic goals, make appropriate referrals, and navigate options and alternatives with regards to decision-making, especially as the time comes for case management to end.

**Termination:** A client will become ineligible for case management services if they have a change in income that makes them income ineligible. After one no call/no show, the client will be terminated unless they call to reschedule the missed appointment. If the client does not call to reschedule the appointment, the client will be terminated from case management services. The

client will have two opportunities to reschedule an appointment with prior notice to the case manager.

### **c) Education**

Education services will be provided by Jefferson Technical and Community College (JCTC). JCTC has a sophisticated database to assist in identifying income-eligible students completing a two-year associate's degree. LMCAP will build this linkage and connect with students who have a financial need for tuition assistance. LMCAP seeks to serve students who have obtained 30 or more credit hours in their respective degree program. to further identify students who are likely to achieve a high level of self-sufficiency after completing their associate's degree, high demand fields will be given priority, such as, but not limited to, healthcare related degrees and technology related degrees.

This program provides more specialized focus for LMCAP services that have already been provided in FY 2011-12. These programs have included: GED Connect College Scholarship, the Education in Action Scholarship, and the Educational Opportunity Incentives program. As noted, these programs have been combined into a single scholarship in FY 2012-13 that will greatly assist clients who are completing a 2-year degree.

**Intake:** JCTC will identify eligible students in their database and make appropriate referrals to LMCAP. LMCAP case managers will collect all necessary documentation and assist the student with tuition assistance. The student will be asked to complete a Scale Assessment on their first meeting with the case manager. If the student qualifies for case management services, then the above guidelines for self-sufficiency case management will apply. If the student does not need case management services, the case manager will stay in contact with the student either by phone or email to check progress in the course of study. JCTC and LMCAP will work from an MOU and reporting of progress and outcomes will be defined therein.

**Termination:** If a student is receiving self-sufficiency case management, then the termination policy is applicable. Because tuition assistance is awarded prior to the start of the semester, students are expected to maintain their class schedule and credit hours being funded by LMCAP. If the student drops courses or credit hours for any reason and does so by JCTC's drop

dates, the financial assistance that remains on a student's account will be maintained as a JCTC credit and cannot be issued as a residual to the student as set out in the MOU.

#### **d) Employment**

Employment services will be provided by Kentuckiana Works (KW) after an initial case management program has been provided by LMCAP. LMCAP has been successful in FY 2011-2012 in holding informational sessions for those interested in or actively seeking short-term job training. LMCAP will hold informational sessions that will be advertised in the community and will send eligible referrals to KW for short-term job training and career management services.

**Intake:** During the informational sessions, clients will be given information about the opportunities for short-term job training and the services provided by KW. At the time of the informational session, but no later than time of referral to KW, case managers will collect documentation to verify eligibility. Once the documentation has been collected and eligibility verified, the participant will be asked to complete a Scale Assessment with the case manager. If the participant qualifies for case management services, then the above guidelines for self-sufficiency case management will apply. If the participant does not need case management services, then the case manager will stay in contact with the participant either by phone or email to check progress in the training. KW and LMCAP will work from an MOU and reporting of progress and outcomes will be defined therein.

**Termination:** If a short-term job training client is receiving self-sufficiency case management, then the termination policy is applicable. If the client does not proceed with short-term job training, then those funds will either not be disbursed to the vendor, be refunded to LMCAP, or used as credit with vendor for another short-term job training client.

#### **e) Financial Literacy**

LMCAP provides Finance 4 U, a financial literacy course designed to teach participants basic money management skills in the areas of budgeting, banking, investing, spending wisely, and developing a savings plan. Finance 4 U partners with other community organizations to offer these classes every six weeks. Finance 4 U will be held four times per year in FY 2013.

Financial literacy and income management will be integrated into self-sufficiency case management for all clients in FY 2013 with focus on budgeting and savings.

#### **f) Nutrition**

The Summer Food Service for Children program, also managed by LMCAP, 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 at more than 50. The program is administered from June through August by the Crisis Prevention and Assistance staff with CSBG funding for salaries and transportation.

Senior Transportation will also be funded to ensure that elderly individuals will be able to ride the TARC bus system to increase self sufficiency as well as go to congregate meal sites for meals and socialization. This program is vital to the health and continued wellbeing of the seniors within the Louisville Metro community.

#### **g) CSBG- Allocation of Funds Based on Prioritized Services**

The majority of CSBG funding will be dedicated to self-sufficiency case management services. Services included in self-sufficiency are housing, utilities, transportation, childcare, and healthcare. Associated with self-sufficiency, but services delivered in partnership with JCTC and Kentuckiana Works are education and employment services respectively. LMCAP will also continue to administer the Senior Nutrition Transportation program. Because other agencies primarily focus on emergency services, LMCAP will dedicate a small portion of the overall budget to emergency assistance. CSR's Neighborhood Place provides emergency financial assistance and case management to families in crisis, as does CAP under the utility assistance program. Clients who are referred from Neighborhood Place will be assumed to have accessed emergency financial assistance in Neighborhood Place and are assumed to be prospective clients for three or six month case management services.

#### FY 2013 Fund Allocations

<b>1.</b>	<b>Housing</b>	<b>\$240,700</b>
<b>2.</b>	<b>Health</b>	<b>\$50,000</b>
<b>3.</b>	<b>Nutrition</b>	<b>\$40,000</b>
<b>4.</b>	<b>Education</b>	<b>\$100,000</b>

<b>5.</b>	<b>Employment</b>	<b>\$132,300</b>
<b>6.</b>	<b>Income management</b>	<b>\$3,500</b>
<b>7.</b>	<b>Emergency services</b>	<b>\$5,000</b>
<b>8.</b>	<b>Self-sufficiency</b>	<b>\$59,000</b>
<b>9.</b>	<b>Linkages</b>	<b>\$4,400</b>

## **9) Other Supported Programs**

### **a) Youth Services**

LMCAP provides the T.A.L.K program four times per year to low-income youth, ages 13 to 17. This course focuses on teaching at-risk youth about positive relationships, healthy communication skills, self-esteem, and other personal development topics. The agency partners with Louisville Metro Parks and Jefferson County Public Schools to provide this curriculum to teens living in low income, high poverty areas. This curriculum and program basics have been incorporated into the LMCAP's educational programs for the upcoming program year.

### **b) Office of Work Experience Program (OWEP)**

The Office of Work Experience Program (OWEP) is designed to give volunteer opportunities to individuals transitioning off of KTAP, so they may gain on the job skills for future employment. OWEP volunteers are referred to LMCAP by Goodwill's Power of Work Program. LMCAP connects OWEP volunteers with opportunities to build skills for employment. This partnership is reciprocal in nature: Volunteers gain needed experience to help them transition from KTAP to employment, and LMCAP benefits from the increased human capital to leverage services to the community. This partnership will be maintained and fostered in FY 2013.

## **10) Commonwealth of Kentucky Laws and Mandates**

The programs and services proposed for FY 2010-2011 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.

## **11) Services Provided Administered by KY in Other Agencies**

The programs and services proposed in the 2010-2011 CSBG service plans are currently funded and administered through the Kentucky Cabinet for Health and Family Services (CHFS) and provided by the Kentucky Association of Community Action Agencies (KACA). CSBG

funds will be utilized to include services and activities as outlined in KRS 273.443 (use of federal funds). LIHEAP is administered by LMCAP and the weatherization program is under CSR but does not operate under LMCAP.

## **12) Service Coordination and Non-Duplication**

### **a) Leadership- Sharing Information, Meeting with Social Service Agencies**

As mentioned throughout the FY11 CSBG Plan, LMCAP 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. LMCAP is committed to transitioning as a community leader through poverty advocacy and education. In March 2009, LMCAP hosted a housing counseling training course for other Community Action Agencies in Kentucky. Every May, LMCAP develops a month of programming and outreach throughout the Metro area to raise awareness of poverty-related issues and the mission of Community Action.

LMCAP certifies that it will share necessary client information and records within legal limitations. LMCAP worked with a local non-profit agency to identify eligible participants in an All Seasons Assurance Plan (ASAP), an innovative energy subsidy program for low-income Metro Louisville residents. Under the Department of Housing and Family Services, LMCAP is a part of Family Services and is housed with Housing and Community Development; therefore duplication of social services has diminished within Metro Government. The main tenet of this departmental grouping has been to avoid duplication of services. Intra-departmental communications have greatly increased within this department structure. The Departmental Administrative team communicates regularly and discusses programs and services to increase coordination.

LMCAP staff shares data and outcomes with its departmental partners. LMCAP also has continuous involvement in a number of coalitions and boards in the community. In an effort to avoid duplication of services, LMCAP actively researches and visits service providers throughout the service area. Many of these meetings have led to formal/informal partnerships and educational opportunities for the staff.

## **b) Coordination with Faith-Based Organizations**

One primary coordinated effort on part of LMCAP is with the Community Ministries of Louisville, a faith-based organization with multiple locations throughout Louisville Metro serving clients with utility and other emergency financial assistance. During LIHEAP subsidy and crisis phases, LMCAP uses standard procedure of referral to anyone of the Community Ministries once a client has exhausted LMCAP resources allotted to their household. Community Ministries' referrals are standard during this process and Community Ministries will not serve a client until they have accessed any benefits available to them through LIHEAP.

As part of the Summer Food Service Program it provides for low-income youths in Jefferson County. Coordination is required between LMCAP and faith-based organizations for daily delivery of meals.

## **i) Coordination and Partnership with DCBS**

A representative of the local Department for Community Based Services (DCBS) office serves on LMCAP's Administering Board. The agency has a current Memorandum of Understanding outlining the relationship between LMCAP 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. LMCAP is involved in two local initiatives to promote quality foster care and adoption services and assist vulnerable adults and low income families. Family Economic Success, FES, is a partnership of local social service agencies that meet monthly to share resources with Parent Advocates coordinated through our local DCBS office. Parent Advocates work closely with families involved in child protective services processes to ensure the best outcomes for children and their families.

## **c) 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. LMCAP's continued participation by staff and leadership in local community groups and non-profits helps LMCAP 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.

#### **d) Services for Low-Income Youth**

According to the 2010 State of Metropolitan Housing report issued by the Metropolitan Housing Coalition more than 10,000 students enrolled in JCPS in the 2009-2010 school year were experiencing some form of homelessness. Research available from the University of Kentucky Center on Poverty Research explains that engaging preschool age children living in poverty provides the greatest opportunity for breaking the cycle of generational poverty. LMCAP 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 and our Dare to Care site administered in our East office. Information about the Education in Action Scholarship program is made available to high school seniors. LMCAP Staff attends 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 youths in Louisville Metro's areas with the highest crime rates.

Family Intervention Services, provided by Louisville Metro Family Services Senior Social Workers 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. LMCAP 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.

**13) Community Needs Assessment (Attachment A)**

**PLEASE SEE PRINT OUT**

**14) 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) Staff Time (Attachment B3)**

**PLEASE SEE PRINT OUT**

## **d) Budget Narrative (Refer to Attachment B1)**

**PLEASE SEE PRINT OUT**

<b>1.</b>	<b>Housing</b>	<b>\$240,700</b>
	Direct rental assistance paid on behalf of clients to land lords or property managers	
<b>2.</b>	<b>Health</b>	<b>\$50,000</b>
	Assistance with health service provisions paid on behalf of client to service providers	
<b>3.</b>	<b>Nutrition</b>	<b>\$40,000</b>
	Transportation assistance to seniors to get to-and-from congregate meal sites	
<b>4.</b>	<b>Education</b>	<b>\$100,000</b>
	Scholarship financial aid paid to college on behalf of student for credit hours/courses	
<b>5.</b>	<b>Employment</b>	<b>\$132,300</b>
	Short-term job training fees paid on behalf of client directly to vendor providing services	
<b>6.</b>	<b>Income management</b>	<b>\$3,500</b>
	Financial management class four times per year, including materials and incentives	
<b>7.</b>	<b>Emergency services</b>	<b>\$5,000</b>
	Safety net funds for clients in exceptional, crisis, or emergency situations	
<b>8.</b>	<b>Self-sufficiency</b>	<b>\$59,000</b>
	Case management supports including utility, transportation, and childcare assistance	
<b>9.</b>	<b>Linkages</b>	<b>\$4,400</b>
	Supports for public relations, communications, and materials for LMCAP programs	
<b>10.</b>	<b>Personnel</b>	<b>\$897,200</b>
<b>11.</b>	<b>Non-Personnel</b>	<b>\$81,500</b>
<b>Total</b>		<b>\$1,613,600</b>

## e) Budget Narrative (Refer to Attachment B2)

### Salaries/Wages

Value of approximately 3,000 volunteer hours @ \$6.55/hour working \$ 19,650 from all LMCAP locations

Value of indirect costs from services provided by Louisville/Jefferson \$176,933  
County Metro Government (Total Personnel costs @ indirect rate of 17.97 %)

**TOTAL SALARIES/WAGES** **\$196,583**

### Consultant/Contract Services

Value of local media impressions focused on programs such as \$75,000

Summer Heat Relief, Community Action Month, summer feeding program, utility assistance, career fairs, community outreach events, etc.

**TOTAL CONSULTANTS/CONTRACT SERVICES** **\$75,000**

### 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

**TOTAL SPACE** **\$14,700**

### Consumable Supplies

Estimated value of clothing donated and distributed at the South \$2,500 district office

Value of weatherization kits distributed during LIHEAP season \$16,000

(1,000 kits at \$16.00 each)

**TOTAL CONSUMBLE SUPPLIES** **\$18,500**

### Other

Value of donated food and equipment to CSBG programs \$125,000 (Food donations from Dare to Care, Kroger, Volunteers of America, Kentucky Harvest, churches, etc.)

Fans donated for Summer Heat Relief and other community donations \$2,500

**TOTAL OTHER** **\$127,500**

**TOTAL IN-KIND GOODS AND SERVICES\*** **\$432,283**

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

**15) Board (Attachment C)**

**PLEASE SEE PRINT OUT**

**CAP Administering Board Vacancy Update (as of 2/1/2012; prepared by Debbie Belt)**

The CAP Administering Board currently has four vacancies in the Public Sector, four vacancies in the Private Sector and two vacancies in the Community Sector, one being in the Bridges of Hope NP area and one in the South Jefferson NP area (with three other Community sector terms expiring at the end of Jan. 2012).

These vacancies have occurred over the last several months for a number of reasons including new employment opportunities for some of our private sector members along with several resignations from Metro Government by public sector members.

In order to make the CAP Board as effective as possible, it was proposed at the October 2011 Board meeting and further discussed at the December meeting, that the size of Board members be reduced to a more manageable number. The Board recommended to make a request to the Jefferson County Attorney's Office to review the Board's policies and procedures (P&P), including the requirements of the Board size. Until this review was completed, it was decided to place the task of filling vacancies on hold.

Kate Renda with the County Attorney's Office was assigned to this project. After an initial review, Ms. Renda set up a meeting on January 26, 2012 with Will Myers, Executive Administrator of CAP; Janet Jernigan, Chair of the CAP Board; Jeff Been, Vice Chair of the CAP Board; Debbie Belt and Carol Huff, who help support CAP. This committee recommended reducing the current Board size of 24 members to 18 members.

Realizing that the Board now stands at 14 members, coupled with the fact that 3 Community Sector terms expire on January 31, 2012, the committee above recommended the following actions: 1) at the February 16<sup>th</sup> meeting, make a motion to extend the terms expiring on January 31st until June 30<sup>th</sup> of this year, and 2) ask the Mayor to appoint at least one Public Sector member to bring the count up to 15 current Board members. These actions will give Ms. Renda and the Board adequate time to continue reviewing the P&P and to make informed decisions on how to proceed with filling vacancies.

### **Attachment Administering Board Meeting Schedule for 2012**

Listed below is the schedule of meeting dates for the Louisville Metro CAP Administering Board for the 2012 calendar year. The Board meets at 5:30 p.m. at 810 Barret Avenue, Louisville, Kentucky 40204.

Thursday, February 16, 2012 – 1<sup>st</sup> Floor Conference Room

Thursday, April 19, 2012– 1<sup>st</sup> Floor Conference Room

Thursday, June 21, 2012 – 1<sup>st</sup> Floor Conference Room

Thursday, August 16, 2012 – 1<sup>st</sup> Floor Conference Room

Thursday, October 18, 2012 – Room 261, 2<sup>nd</sup> Floor

Thursday, December 20, 2012– 1<sup>st</sup> Floor Conference Room

Thursday, February 21, 2013 – meeting room to be determined

Thursday, April 18, 2013– meeting room to be determined

Thursday, June 20, 2013 – meeting room to be determined

Thursday, August 15, 2013 – meeting room to be determined

Thursday, October 17, 2013– meeting room to be determined

Thursday, December 19, 2013– meeting room to be determined

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

# Louisville Metro



## **ADMINISTERING BOARD**

### **POLICIES AND PROCEDURES**

Currently, the board bylaws are being revised by the County Attorney's Office. We are in the process of presenting them to the Board of Directors and anticipate having updated bylaws by July, 2012.

Rev: November 2008

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**Article I -- Name and Description**

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

**Article II -- Purpose and Function**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Article VIII -- Administration**

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

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

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

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

**Article IX -- Fiscal Responsibility**

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

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

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

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

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

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

**16) Affirmative Action Plan**

**PLEASE SEE LETTER ATTACHED**

**17) ROMA Outcomes and Efforts SFY 2013**

**PLEASE SEE ATTACHED**

**18) CHFS Agreement**

**PLEASE SEE ATTACHED**

**19) Public Review Notices or advertisements for proposed plan**

**PLEASE SEE ATTACHED**

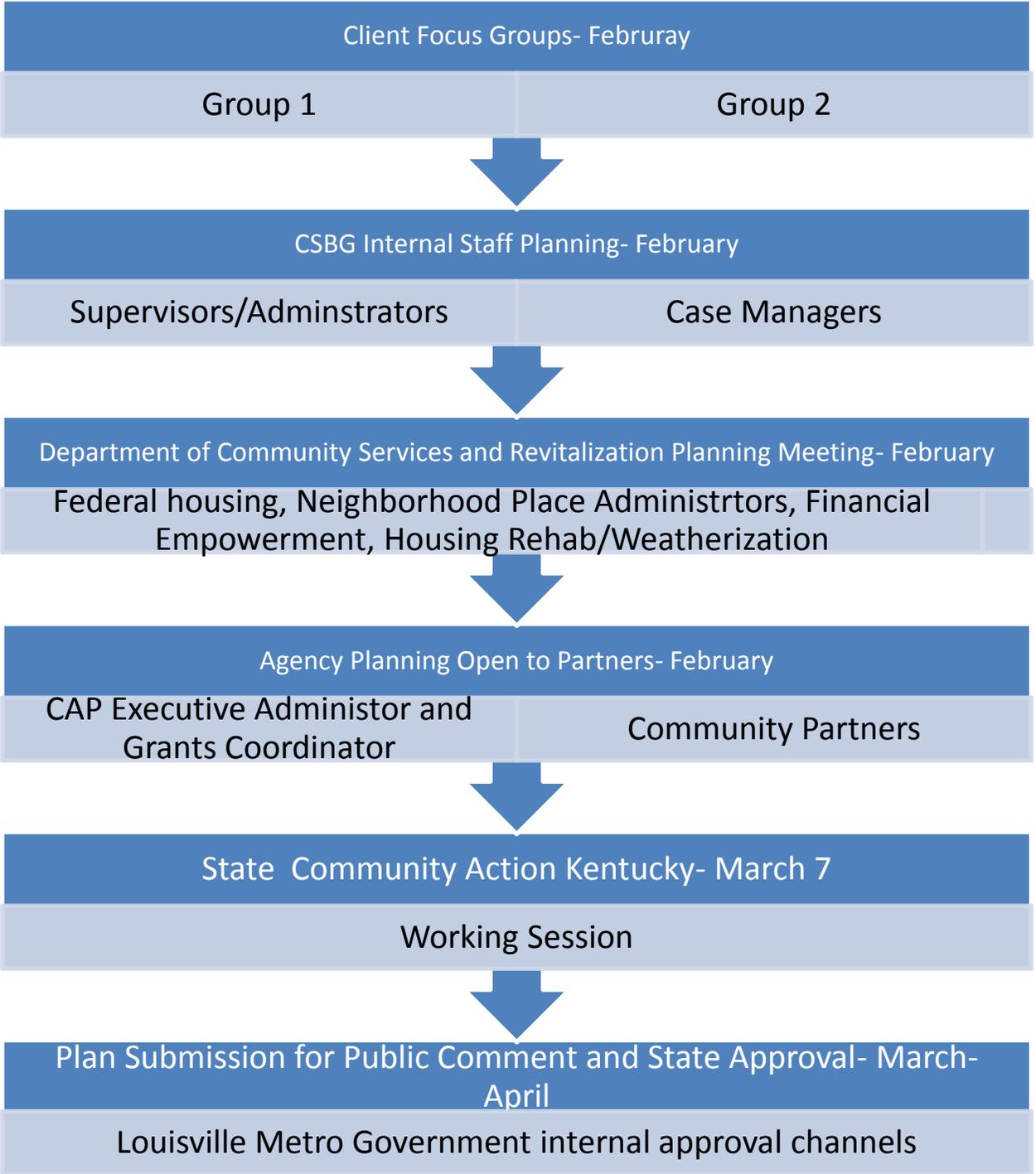
**20) Indirect Cost Rate Agreement Letter from HHS**

**PLEASE SEE ATTACHED**

**21) Final Checklist (Attachment D)**

**PLEASE SEE ATTACHED**

### Appendix 1: FY 13 PLANNING PHASES



## **Appendix 2: AGENDA**

Client Focus Group Agenda:

Introductions

Community Action Partnership (CAP) Mission Statement

Purpose of focus group and feedback

Description of current programs:

Questions/Comments about current programs?

How can CAP better connect programs to the community?

How can programs change to better reach the mission: eliminate poverty?

Suggestions How can CAP customer service improve?

Other community needs to be addressed?

Rank the 9 CAP focus areas

COMMENTS

## **Appendix 3: MEETING MINUTES**

### **Client Focus Group #1**

**February 2, 2012**

#### **Attendance**

Focus group #1 was attended by five current or former clients. The programs represented included Moving Forward, Senior Transportation, Finance 4 U, and Education in Action. Elizabeth McConnell and Maribeth Schneber facilitated the focus group.

#### **Introduction**

The meeting opened with introductions from each participant. Participants explained what program they participated in, and how that program worked from their perception. Elizabeth and Maribeth introduced themselves and explained their roles within Community Action Partnership.

#### **Mission**

Elizabeth explained the national mission of Community Services Block Grant (CSBG) was to alleviate poverty. Elizabeth then explained that LMCAP's specific mission focused on alleviating poverty and its effects by focusing on the family unit, individual achievement, and self sufficiency.

#### **Purpose of focus group**

Elizabeth explained that the purpose of the focus group was to get meaningful feedback on programming, what works well, and what we need to improve on. Maribeth informed participants that everything said was entirely confidential.

#### **Description of Current Programs**

Representatives spoke about their personal experiences in the programs. Two representatives remarked on how well Finance 4 U had helped them meet their self-sufficiency goals.

Two representatives spoke to the quality of the Moving Forward training program-Specifically, the ability to explore career options and outlooks. They discussed how the opportunity to have a career over just another job meant a lot to them and their goals.

One representative spoke about the Senior Transportation program, and how it helped senior citizens access nutrition and social needs.

One representative spoke about the Education in Action Program, and how it helped her further her education.

## **Improvements**

**Customer Service** Participants remarked that throughout the department, they have sometimes received less than quality customer service. They would like to see employees treat clients with more respect and compassion. Communication skills with the public were brought up by a participant who stated that sometimes it appears the personality of the person does not match the job that they do. For example, someone working with the public who lacks interpersonal skills.

**“One Stop Shop”** Participants remarked how difficult it was to bounce from agency to agency all over the city. Participants would like to see helping agencies under one roof, and access to the items they need under one roof. People are feeling like they are being bounced around between services in our department.

**Better referral processes** Participants remarked that the lack of consistent referral processes caused confusion, anxiety, and stress when attempting to access services. One participant remarked that having even a piece of paper stating what we had referred them to and why, and who made the referral, may assist this issue.

**Common language** Participants remarked on the difficulties they experience with communicating with staff, as different programs have different definitions of terms (such as homelessness), which not only conflict with each other, but also with what the client believes is the definition (again, such as homelessness).

**Requirements** While never directly mentioned as an issue, participants brought up the confusion and sometimes frustration that comes with meeting the requirements of each program. Participants felt they sometimes had difficulty understanding what the criteria were for programs. Also, participants remarked that they would like to see more flexibility in requirements.

### **Service Category Ranking**

- 1- Housing, Health, Nutrition
- 2- Education, Self Sufficiency
- 3- Income Management, Employment
- 4- Emergency Services
- 5- Linkages

## **Appendix 4: MEETING MINUTES**

### **Client Focus Group #2 February 9, 2012**

#### **Attendance**

Focus group #1 was attended by four current or former clients. The programs represented included Aging in Place, Finance 4 U, and Education in Action. Elizabeth McConnell and Maribeth Schneber facilitated the focus group.

#### **Introduction**

The meeting opened with introductions from each participant. Participants explained what program they participated in, and how that program worked from their perception. Elizabeth and Maribeth introduced themselves and explained their roles within Community Action Partnership.

#### **Mission**

Elizabeth explained the national mission of Community Services Block Grant (CSBG) was to alleviate poverty. Elizabeth then explained that LMCAP's specific mission focused on alleviating poverty and its effects by focusing on the family unit, individual achievement, and self sufficiency.

#### **Purpose of focus group**

Elizabeth explained that the purpose of the focus group was to get meaningful feedback on programming, what works well, and what we need to improve on. Maribeth informed participants that everything said was entirely confidential.

#### **Description of Current Programs**

Representatives spoke about their personal experiences in the programs.

**Education in Action:** Two participants remarked on how Education in Action had helped them pursue their goals of higher education. Concerns were brought up regarding changing in program requirements between fiscal years. Both participants brought up frustration with GPA requirements, and specifically, looking at only one semester's GPA instead of cumulative GPA, as some courses may be more difficult than others. Participants remarked that they would like to see the program improved by redesigning it to better assure compliance and commitment from students. Participants stated they would like to see percentile ranking translate

better into benefit amounts—As in, the higher you rank, the more funding you get for school. Participants also remarked that to better predict commitment to the program would be to phase in tuition assistance. Participants suggested starting with something like books, then growing to paying for a class, then upwards from there.

One participant remarked that he was concerned that with the lax follow-up requirements, as it would mean the student could lie about their continued enrollment and eligibility for the funding. He suggested requiring progress updates from teachers to ensure students were still enrolled and doing well.

**Finance 4 U:** One participant spoke about the Finance 4 U program, stating that he was already doing many of the things taught in the class. He felt the couponing portion of the class was the most helpful. The participant also remarked that he saw the value in advising the community of their options when it comes to banking services. The participant found shopping for banks information (asking banks what policies and fees they have) was extremely helpful and insightful. Finally, he said he would like to see experienced and knowledgeable speakers at Finance 4 U, such as bringing in experts on different topics who are engaging.

**Aging in Place:** One participant spoke about the Aging in Place program. She stated that she came to the program after making several calls around. Once connected with the program, she said she remained on the waiting list for 6 months, but once the work got going, it went fairly quickly.

### **Eliminating Poverty Discussion—what does the community need?**

After school programs (i.e. art center, resource center, healthy activities); after school tutoring to address low test scores and grades; services to provide during or in place of extra-curricular activity, for example, the Junior Achievement model to reach out to community youth to provide essential life skills; career coach to address all aspects of searching for a job, including preparation for an interview, resume writing, grooming, internet searches and applications, and follow up.

### **Agency-Specific Improvements**

<b>Scholarships</b>	Notice of award sooner
<b>Customer Service</b>	Improved communication techniques

Better referral mechanisms to prevent “bouncing around”

### **Service Category Rankings**

- 1- Health/Housing/Nutrition (Nutrition meant good food to this group).
- 2- Education
- 3- Income management
- 4- Employment
- 5- Self-Sufficiency
- 6- Linkages
- 7- Emergency Services

## **Appendix 5: AGENDA**

### **CSBG-CAP Staff Planning Agenda for FY 2012-2013**

1. Introductions
2. Overview of CAP Accomplishments
3. Federal Budget (Will)
4. ROMA reporting (Maribeth)
5. Strategic Planning – Why plan for CAP?
6. Power Point
7. Mission Statement
8. SWOT Analysis of each program
9. Worksheet: The 5 Most Important Questions
10. Setting Goals- 5 priorities
11. Setting Objectives- under each goal
12. Are these measureable?
13. How will they be measured?
14. How do these measures translate to ROMA?
15. Action steps:
16. Conclusion

## **MEETING MINUTES**

### **Staff Planning**

For the annual Community Services Block Grant internal staff's planning ten staff members were in attendance: Will Myers, Executive Administrator; Elizabeth McConnell, Grants Coordinator; Maribeth Schneber, Community Development Block Grant Program Specialist; Elizabeth Daniels, Program Coordinator; Teshanna Brown, CSBG Supervisor; and Program Specialists (case managers) Joi Boyd, Sonita Arnold, Cicely Bishop, Faith Aeilts, and Kelley Medley. All of current CSBG programming was represented during planning.

The meeting opened with introductions from each staff member and the name of programs in which they work. Then the floor was open to sharing CSBG-CAP and community-wide accomplishments from current or past, such as the incredible turnout of participants for the Moving Forward informational session, which was due to the strong community partnerships and their advertisement of the Moving Forward, a short-term job training program. The turnout was also representative of a need in the community and a strong demand for short-term job training and employment-ready skills. LIHEAP, the seasonal energy assistance program, has made drastic improvements in customer service with reduction in lines, wait times, and an increase in courteous, knowledgeable staff. Louisville Metro CAP is adaptable and resilient to the many changes in organizational structure and leadership. Another notable achievement of our community is that Louisville is now a compassionate city, a Mayor Fischer initiative with two volunteer give-a-days per year. The give-a-day is an organized community effort featuring a website to sign-up for volunteer activities.

Next, each program specialist presented strengths, weaknesses, opportunities and threats analysis (SWOT) of the programs they administer.

#### **Finance 4 U, Joi Boyd**

Strengths- going into the community and meeting a financial literacy need. Weakness- being housed in 810 Barret Avenue Urban Government Center because less people show for classes. Opportunities- stronger partnerships are possible with local banks and credit unions. Threats- when low-income individuals are receiving government assistance, the government program

places restrictions on the amount of liquid assets an individual can possess at any given time. This restriction limits the amount of money an individual is able to save in a given time period, due to the risk of the government assistance being reduced or revoked. This is an obstacle in ROMA goal reporting of the number of people opening bank accounts. One solution was suggested: that CAP staff attend state benefit orientations to get factual information on the maximum liquid assets a family can have when receiving various benefits. Another threat to the program structure is distrust when asking participants to show bank statements as proof of opening an account and the ability to save money in the bank account. Individuals who open an account may feel that this information is private and will not provide it to the program manager. These ROMA goals of opening an account and saving or budgeting can be difficult to track due to the above issues. CAP staff plan to work with Bank on Louisville, and state Department of Community Based Services to get factual information about assets and benefits in order to overcome this barrier. Then, CAP staff will focus on building trust with our clients based on factual information and the overall benefits of transparency for all involved. Threat- the lack of banks and accessibility to banks in certain areas of the community.

#### **Office Worker Employment Program, Joi Boyd**

Strength- the program is serving a need in the community to provide on-the-job clerical and secretarial office skills to individuals receiving government assistance. Weakness- The program currently works off an out dated Memorandum of Agreement with Goodwill and the partnership is vulnerable and somewhat ineffective in its purpose of direct referrals into CAP OWE. Opportunity- the OWE orientations provide the foundation of purpose and expectations to clients and vendors before on-the-job training begins. Opportunities- partner directly with DCBS and have a direct referral relationship. The clients are an ideal sub-set of the low-income population.

#### **Moving Forward, Cicely Bishop**

Strength- clients who are motivated and eligible; Weakness- student and vendor accountability and program structure. There is no incentive to report back to the case manager. A few students will quit or show pattern of no commitment, but funds have already been expended to pay for the tuition or training. Suggestions to help address these issues sweat equity is where students

volunteer before tuition or training is paid or monetary investment where the student carries some portion of the cost, so they become invested in their training or education. Solutions to address commitment and ability in educational attainment and employment training are TABE testing to gauge education level and an orientation after the initial informational session defining the rules, expectations and benefits of the program. Invite vendors to orientation. Other suggestions- partner with vendors that can guarantee a certain number of positions to be filled by CAP clients. Idea- ask for either a discount in training for CAP sending an agreed number of participants or vendor agrees to place a number of CAP clients after education or training.

### **TALK, Cicely Bishop**

Strength- clients are at-risk youth in need and getting life skills, such as gang violence and communication skills and conflict resolution. Weakness- not as much participation as planned. Opportunity in the community would be more internships placing youth in local businesses and organizations. Threat- the selling of internships or other aspects of CAP programs is important when getting other community partners to invest in CAP programs.

### **Re-entry Program, Kelly Medley**

Strength-this is an innovative program and unlike any other service in the community. Weakness- the program criteria and eligibility is too strict; and barriers that CAP currently cannot address within the annual plan are medications and mental health services. Without the ability for the program to integrate and provide assistance in this area, clients are less likely to reach goals successfully. Opportunities- the untapped partnership possibilities in the community. Threats- ACCESS to needed medications and health services and benefits. CAKA provides a medication bridge program.

### **Team HOPE, Sonita Arnold**

Information: works with persons who are homeless, disabled, or immigrants; Jobs are a great need; partnerships with landlords on affordable rental rates; establish better connections between sub-divisions of CSR. More MOU's as a form of documentation as proof of partnering relationship and leveraging resources and referrals. Economy is a threat and other social programs in the community. Other community partnerships provide financial assistance as a

given and clients expect that from CAP too. CAP requires clients to take certain actions and be responsible for certain aspects of case management.

### **Aging in Place, Faith Aeilts**

Information: four clients and a fifth in queue; no other program like this in Louisville; weakness- funding- limited resources and high demand. Opportunities- good referral relationships. Accessibility to clients and returning phone calls; unique challenges to seniors and being homebound. CDBG funds ramps. Roll-in shower, sidewalks, porch, and walk-in tub.

### **Senior transportation, Faith Aeilts**

Senior nutrition (i.e. meal sites, grocery store); with 60 current clients and 80 year-to-date; establishing a day to pick-up tickets and one no-show, and person is off of program- strong boundaries; limited in number that can be served with resources. Threat or weakness in Faith is only person administrating. Administration support for next year – already part-time people on staff that could take on extra administrate program. Brochures. Allowing transportation opportunities.

### **Overall Administration**

Strengths- serving a population that's eligible and consistent with Cap's mission; CAP does not discriminate against people who have a criminal background. Education in Action has a lifetime limit of \$5000, possibly countering or inhibiting the long term goal of graduating. Opportunity- more outreach to draw in eligible clients. Working with smaller colleges that can provide more individualized academic structure. weakness and threats are the long time frames for processing (purchase orders) PO's and concerns on delays in payment to schools; noncompliance from students; rising tuition costs.

Emergency Assistance- fans and AC, heaters, under sage of 6 or over the age of 60 or a medical need can qualify for an AC. Weakness- cannot have received an AC within the last 5 years b/c people move and get maximum use out of unit. Storage for units when purchased. Partnering with other organizations, such as Anna Wallace and home repair. Weatherization classes are popular with materials. Energy emergency assistance- no requirements and no accountability.

Next year: not allocating funds to EA; allowing NP to take on that role. What are other ways to allocate funds? LIEHAP needs the EA stop gaps funds in order to retain staff for summer lunch.

**Disaster Relief- no programs in-place at the current time.**

ETE Team- self-sufficiency team as opposed to an emergency team; little accountability for clients; too many incentives; opportunities- reasonable partnerships with community agencies and organizations. American Red Cross discounted services; establishing mutually beneficially partnerships with vendors. Agencies offering similar services. Targeting- community outreach. CAP is unique in social services it provides.

**Backpacks- Neighborhood Place**

Low-income and youth focus; similar school-supply initiatives in community; the backpack program evolved from targeting K-12 to extending to college students and homeless individuals. Staff discovered the need was not as great as originally thought and for future reference, when outsourcing initiatives CAP information and promotional materials should be integrated into the effort. Since Neighborhood Place did not have the demand for the backpacks, the inventory was relocated back to the Urban Government Center at 810 Barret Avenue for distribution at the LIHEAP site. The inventory was distributed within days of being made available to LIHEAP clients.

Child Support Referral process and what we count as a “successful referral” has created confusion and concern. IF LMCAP refers a client to seek child support services, neither the child support office nor clients have any obligation to follow-up with case managers with this information. How will CAP overcome this challenge in order to increase this ROMA goal reporting? LMCAP’s FY 2012-2013 six-month case management plan will require clients to meet with case managers at least monthly in order to continue receiving services determined at intake. Case managers will be better positioned for follow-up over the course of six-months and incentives may be provided to clients for follow-up appointments after the six-month case management been completed.

Communications- public relations and promotions usually happen as a larger department effort. LMCAP would like to create, publish and distribute a brochure of referral partners in the

community. The brochure will be categorized by the CSBG nine service categories. The brochure will be comprehensive, but not exhaustive. Also, CSR and LMCAP have a general departmental website where the information is updated regularly. Another suggested method of communication is having community representatives attend community meetings and take LMCAP materials to the community meetings.

## **Appendix 6: AGENDA**

Community Services and Revitalization Managers and Supervisors

Community Action Partnership Focus and Collaboration Meeting

- Introductions and current programs, initiatives, changes in your area
- CAP Accomplishments
- What could CAP improve?
- In collaboration with the larger department?
- CAP's planning for FY 2012-2013
- Input from managers and supervisors on planning for FY 2012-2013.

## **Appendix 7: MEETING MINUTES**

Managers Meeting February 20, 2012

Introductions- Will Myers explained that CAP will be moving towards more collaboration with internal Community Services and Revitalization, moving away from emergency assistance and moving towards evidence-based self-sufficiency services.

Joe Hamilton- The federal housing grants manager and team serves 550 families. There is a new definition of homelessness under the HEARTH Act, the focus is prevention and targeting those facing imminent eviction within 14 days.

Tina Lentz- Financial empowerment initiatives and Family Economic Success Network worked with the department CSR be named one of only two cities (Louisville and Seattle) to receive the Living Cities Grant, a \$156,000, 18 months grant for training and building homeless service provider capacity with 30 workshops planned. FES provides financial management case managers in Neighborhood Places.

Darrell Aniton- Office of Youth Development is working with Metro United Way and JCPS on a \$765,000 out of school time grant from the Wallace Foundation to collaborate on ways to improve participation in out-of-school activities and quality of time, training, and data gathering. Office on Women is working on a \$496,000, three year grant from the Department of Justice to give noncustodial parents opportunities to exchange children in a way that reduces domestic violence. Senior transportation, Meals on Wheels, and 25 congregate meal sites are provided by a \$616,000 KIPDA grant to the Office on Aging and Disabled. Outreach team works from Neighborhood Places to connect individuals with community services and resources.

Anna Wallace- This team works on housing rehabilitation, LEAD Safe initiative, ramp installation, roofing program, down payment assistance program.

Gloria Mormon- First Neighborhood Place's focus in the community is assessing needs and back-to-school events while refining current services in youth programming in the Newberg area.

Lynn Fralick- Cane Run Road Neighborhood Place's focus is self-sufficiency and finance for the family by age group. Focus on jobs, career fairs and building relationships with vendors.

Paulie Mayor- South Jefferson promotes programs from various areas of Metro Louisville; received a \$600,000 grant on teen substance abuse and programs and services will be abused on annual JCPS teen substance abuse survey with an emphasis on education parents.

Erin Paulin- 810 Barret Avenue NP has one of the largest service areas and an onsite clinic, for which the majority of clients use for general health services like prenatal care, breast feeding, and smoking cessation. Other areas of service are employment, job training and an identified need is housing, especially while people pursue training and education.

Ujima- strong community participation and interest.

Regina Warren, Executive Director of Louisville Metro Community Action Partnership- For CAP to be successful in the coming year, collaborations within the Community Services and Revitalization and external community partnerships must be developed and maintained. Collaboration is key. CAP will move away from boutique programs and focus on self-sufficiency while not duplicating services. For example, there are multiple community partners that provide financial literacy. Goals and objectives should be set and will be measurable. Also, better partnerships with vendors can be developed where clients are trained and guaranteed jobs at the end of the program. CARE-CASTiNET systems are not integrated, but both are used by different areas within our department. Unlike other federal funding sources, CSBG funding is flexible in the ways clients can be helped.

The group was then asked what areas in community are most important in alleviating poverty: jobs and employment, agency head hunter, homelessness prevention, CAP can focus on families that are more stable than high-end users of public assistance programs, affordable housing, hotels as an affordable option in some instances, working poor and the underemployed (Neighborhood Place 165% of poverty), appropriate referrals, CAP orientations, accountability (i.e. signed agreements), incentives for follow-up (i.e. gas cards), and evidence-based practices.

## **Appendix 8: MEETING SUMMARY**

### **Focus group with emergency shelters- discussion of needs and gaps in services**

Are there opportunities for Louisville Metro Community Action Partnership and the emergency shelter to work together?

The emergency shelters have two different housing and shelter assistance focus areas, which are emergency shelter for crisis situations and transitional shelter for those who are more stable and getting ready to move into permanent housing.

CAP Grant Coordinator, Elizabeth McConnell, met with representatives from Wayside Christian Mission- Randy Webber, Salvation Army- Matt Yates, and Volunteers of America-Donna Trabue to discuss each organizations current programs and gaps in service. One question was asked: Which population would we collaborate around- those in emergency or transitional situations?

Areas of possible collaboration were identified-

- Employment readiness programs, such as resume writing, interviewing skills, job search, basic computer practice
- Salvation Army and Wayside have computers on-site with the possibility of CAP accessing this population and targeting services and programs to clients on-site
- Incentivizing the completion of programs through shared monetary incentive
  - a. Emphasis being on allowing organizations to leverage CAP funds against their own and allowing CAP funds to reach more clients in a match-of-funds model.
  - b. Example: When some completes a Finance 4 U course and maintain a budget, the emergency shelter, CAP and the client pay pre-determined debt (back rent, arrearages) or other monetary barriers, such as rent, tuition, training, etc.

All organizations were open to the possibilities of collaborating with CAP as discussed above. Each representative agreed to attend the larger CAP community partner's focus group meeting in late-February 2012.

## Appendix 9: AGENDA



Introductions and Descriptions

Community Action Partnership Current Programming

Opportunities for Client Assistance until June 30, 2012

Needs in the Community around Alleviating Poverty

Current planning outlooks for next

Opportunities for Partnerships in the Next Fiscal Year

## Appendix 10: MEETING MINUTES

### Community Partners

Will Myers made introduction of CAP and goal for next year to move away from emergency services and assistance and toward self-sufficiency.

### Community Partners present:

Volunteers of America- core services are prevention of homelessness, emergency shelter, substance abuse treatment, group homes, and homeless services, transitional housing with six month case management.

Project Warm- core services are weatherization, client education and emergency management.

Spalding University School of Social Work- the field director is responsible for placing interns.

KIPDA- case management and community services centered around the aging and disabled.

Trinity Family Life Center and Rickman Recruiting Business and Associates- Core services are after school programs for Pre K-12; education appreciation; working with parents; tutoring, goal setting, job readiness, youth-to-work, on the job training, and second chance re-entry program.

Mid Continent University- a regionally accredited, nonprofit adult accelerated program in 29 Kentucky cities. MCU partners with local businesses and uses in-kind space for onsite five week educational courses with a 24 month associates degree program. MCU is also represented on Greater Louisville Inc. Higher Income Requires Education (HIRE) and Post Secondary Education committees, both of which are part of the Mayor's 55,000 degrees by 2020 campaign.

Dismas Charities- core services are counseling, case management, and re-entry life skills.

Jewish Family and Career Center- Core services are centered on family, career counseling, ACT prep, and services for the aging population.

Highlands Community Ministries- cradle-to-grave services

Center for Health Equity- research and working in the community to facilitate conversations about social determinants of health

Louisville Metro Housing Coalition- focus is fair and affordable housing; publishing the annual State of Metropolitan Housing Report; loan pool for nonprofit housing providers in the community; 10,000 JCPS students experience homelessness in an academic year; the most vulnerable populations for becoming homes are single female parent households.

The group then identified needs and focus areas to be emphasized when developing programming for alleviating poverty in the community. The top five categories that most of the suggestions could be classified are 1) Life skills and education; 2) Workforce development and employment; 3) Community partnerships; 4) Targeting Services; 5) Systemic and cultural changes necessary for macro level shift in poverty and social class.

Education on conservation of resources, such as food, energy and making things go further in general; this idea ties into life and survival skill development; life skills and helping people to understand that benefits can help them to reduce future need of public or emergency assistance; financial literacy- broader education around finances and options (i.e. higher education choices and funding options).

Workforce development- updating skills and encouraging/ requiring people to work for benefits they receive rather than individuals being completely dependent on public assistance and benefits; Employment and transportation with special focus for those re-entering society after being incarcerated; Employment readiness- getting past individual or personal barriers to becoming employed.

Communication and education- better partnerships and knowledge of what community services are available and dispersing the information widely. Targeting populations- some populations are more vulnerable than others and are disproportionately impacted by certain policies and economic forces; valuing education and healthcare and addressing the systemic and cultural changes that need to be achieved in order to make broader social and economic changes.