

SOCIAL SERVICES COMMITTEE

APRIL 19, 2011

3:00 P.M.

Agenda

Members:

Myers – Chair

Henson – Vice Chair

Steve Kay

Chris Ford

Diane Lawless

Kevin Stinnett

Jay McChord

1. United Way of the Bluegrass Presentation
 - Bill Farmer, President of UWBG
2. Update on the Restructure of Social Services
 - Beth Mills, Commissioner of Social Services
 - Cheryl Talbert, Director of the Division of Adult & Tenant Services

**United Way
of the Bluegrass**

*Serving Anderson, Bourbon, Clark, Fayette, Jessamine, Madison,
Montgomery, Scott and Woodford counties*

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Lexington, Kentucky 40509
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Members of the Social Services Committee:

Attached, you will find an overview of the partnership anticipated between Lexington-Fayette Urban County Government, UK College of Social Work, UK Martin School of Public Policy and Administration, and Fayette County human services agencies. The attached Power Point and accompanying notes will form the bulk of my presentation to the Committee on April 19, but we wanted you to receive the information in advance so you had a chance to formulate questions.

I want to thank Councilman George Myers for his strong advocacy on behalf of human services in Fayette County, and we really appreciate the conversations we have had along the way with Councilman Myers, Commissioner Mills and the Mayor as this concept and proposal has evolved.

Also included is a letter of reference from the City Manager in Owensboro, KY that has a similar relationship with their United Way. A letter from elected officials in Cincinnati, OH will be forthcoming regarding their city allocations partnership.

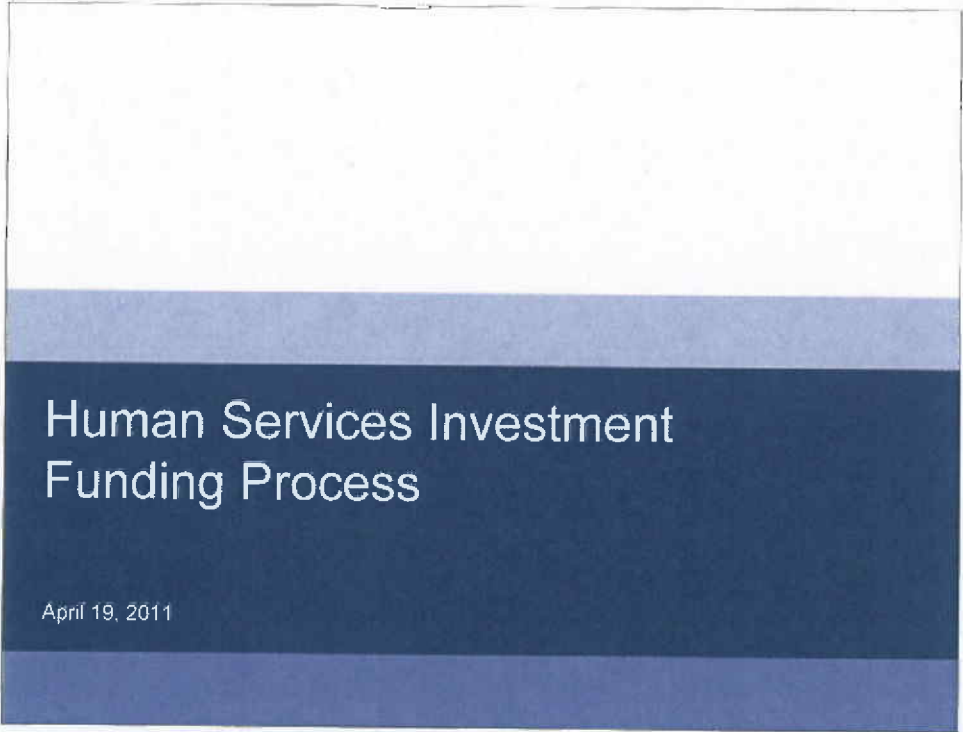
I look forward to speaking with you on April 19, so that we might engage in continued dialogue on how the concept can best benefit the people of Lexington-Fayette County. If you have specific questions between now and April 19, feel free to email me and I will bring responses to the meeting.

On behalf of the partnership, I want to thank you for taking the time to explore innovation and creativity on behalf of our citizens, for your leadership to our community, but most of all thank you for your ongoing support of the larger human services network.

Sincerely,

Bill Farmer, President/CEO
Bill.farmer@uwbq.org
859/233-4460

cc: Harry Richart, Board Chair
Greg Dixon, Incoming Board Chair



Human Services Investment Funding Process

April 19, 2011

The greatest impact can only be achieved when organizations align to work on shared goals.

There is a great opportunity to partner LFUCG with UK and United Way in the funding, monitoring and reporting of the investments being made in human service programs in Lexington.

By working together on a shared process, we can improve the quality of life for all Fayette countians through strategic human services investments informed by research, best practices, and responsive to greatest assessed need.

The partnership before you is the product of many conversations, concerns and ideas from the Council, the Commissioner and others.

The Partnership



UK
UNIVERSITY OF KENTUCKY
College of Social Work



Partnering Agencies

The process is built on a strong partnership between LFUCG, the University of Kentucky – especially UK College of Social Work and UK Martin School of Public Policy and Administration – and United Way of the Bluegrass. It provides an excellent opportunity to grow and strengthen the relationships between these important Lexington entities.

University of Kentucky College of Social Work / Dean James “Ike” Adams

Long history of providing human services leadership, assistance to nonprofits through practicum resources, and turning out well trained human services professionals.

University of Kentucky Martin School of Public Policy and Administration / Dean Bill Hoyt

Long history of providing a critical look at community human needs and community conditions through strong research and analysis and turning out consummate professionals that are data driven with solutions in mind.

United Way of the Bluegrass / President Bill Farmer

90 years of making community impact investments in Fayette County

Over \$29 million invested in Fayette agencies over the past 10 years

Over 45,300 investors in Fayette over the past 20 years

Over 1,180 corporate partners over the past 20 years

United Way has a new focus on education, income and health – providing help for today while reducing the needs of tomorrow.

Plus a huge network of Fayette County Human Service Agencies

Highly competent group of human services organizations that are the front lines of problem solving in the community.

The Partnership

Existing Efforts Among Partners

- Central Kentucky Economic Empowerment Project (CKEEP)
- United Way 2-1-1 and VOAD
- United Way funding of LFUCG programs
- Carver Center (Manchester Center) Community Assessment
- United Way 2-1-1 / LexCall 3-1-1 / Emergency 9-1-1
- \$1.5 million in leveraged new grant funding to community



A number of efforts already exist between these partners.

In partnership with LFUCG and a number of human services agencies, UWBG coordinates CKEEP, which provides free tax preparation for low-income workers with an emphasis on bringing dollars back to our local economy.

United Way 2-1-1 is the VOAD – Volunteer Agencies Active in Disasters – in the Emergency Operations Center.

UW currently funds LFUCG programs including Domestic Violence Prevention Board and the Health Department's Center for Creative Living.

UW, College of Social Work, and Martin School partnered with LFUCG on the Carver Center (Manchester Center) community assessment.

Strong collaboration and cross referral with LexCall 3-1-1 and our local emergency 9-1-1 and United Way's 2-1-1 information and referral for human service needs.

Partners have successfully leveraged over \$1.5 million dollars in grant funding during 2010, which is up from \$15,000 in 2009.

The Partnership

Agencies currently funded by LFUCG and UWBG

- Chrysalis House
- Bluegrass Community Action
- Bluegrass Domestic Violence
- Bluegrass MH/MR
- Bluegrass Rape Crisis Center
- Bluegrass Technology
- The Nest
- Community Action Council
- Hope Center
- MASH
- Nursing Home Ombudsman
- Salvation Army
- Big Brothers Big Sisters



There are also a number of common agencies between United Way and LFUCG funding: Chrysalis House - Bluegrass Community Action - Bluegrass Domestic Violence - Bluegrass MH/MR - Bluegrass Rape Crisis Center - Bluegrass Technology - The Nest - Community Action Council - Hope Center - MASH - Nursing Home Ombudsman - Salvation Army - Big Brothers Big Sisters

Additionally, Moveable Feast has traditionally been a UW funded agency but did not request funding this year, and UW is considering an application for funding from Sunflower Kids and Road to Home Ownership, which are funded by LFUCG.

In addition, United Way funds two LFUCG programs -- Domestic Violence Prevention Board and the Lexington Fayette County Health Department Center for Creative Living.

Primary Objectives

- Provide LFUCG data to report to community
- Partnership ensures well-informed decisions
- Increased leveraging opportunities
- Increased system efficiency
- Regular reports on investments
- Priorities set by community data
- Input from key LFUCG departments



There are several primary objectives of the partnership.

Through this work, LFUCG will have more information and will easily be able to report back to the community on program investments and the results of those investments.

LFUCG and UWBG funding viewed side-by-side, ensuring well informed investment decisions.

By working together, there will be an increased opportunity to leverage investment decisions with other collaboration opportunities including grants.

The partnership provides increased efficiency through the use of an electronic grants processing system which is already in use by most LFUCG partner agencies. This includes facilitation of applications, reviewing, scoring, allocating dollars, and ensuring compliance.

It will also provide regular reports on the progress of investments back to LFUCG and the other partners, allowing council to better track and understand their investments as well as report back to taxpayers about the investments.

Priorities for funding can be based on most pressing human needs informed by community level data, interviews with human services, program participants and other important stakeholders.

Part of the input would include employees in key LFUCG departments, such as Police, Fire, Community Development, Emergency Management, Social Services, Code Enforcement, and others. They are extremely important stakeholders and their input will be sought on the communities most pressing needs based on their work.

Key Roles

Lexington Fayette Urban County Government

- Establish direction
- Set priorities
- Review application
- Make formal recommendations
- Make funding decisions



LFUCG will play a critical role in this partnership.

The Mayor, Council members and Commissioner of Social Services will provide establish the direction and set priorities for investments.

The Social Services Advisory Council will review the scored applications, make recommendations to the Mayor, Commissioner, and Council members, who will then make the final funding decisions.

Key Roles

UK College of Social Work

- Social Work curriculum
- Provide graduate-level practicum students
- Community assessment and prioritization
- Program development
- Community specific research and reports
- Ongoing program evaluation of investments



UK College of Social Work will also play an important role in the partnership.

The College will include partnership work in the Social Work curriculum, as well as helping to identify and work with practicum students to work with the partnership.

The College will provide a community assessment and prioritization data.

The College will aid in program development and provide additional community-specific research and reports back to other partners.

Finally, the College will provide ongoing program evaluation of the financial investments that are made.

Key Roles

UK Martin School of Public Policy and Administration

- Community assessment and prioritization
- Review and assessment of practices
- Community specific research and reports
- Quantitative analysis of program effectiveness
- Public policy research via interns



The Martin School will also work on the community assessment piece and provide community specific research and reports.

Martin School will provide a review and assessment of the demonstrated and promising practices which are proposed.

The School will provide a quantitative analysis of the effectiveness of each of the funded programs and report this information back to LFUCG.

The School will also seek to use interns to aid in public policy research as it relates to the work of the partnership.

Key Roles

United Way of the Bluegrass

- Process facilitation
- Training and technical assistance

Fayette County Human Services Agencies

- Front line service delivery
- Address issues and priorities



United Way of the Bluegrass will facilitate the process, and provide training and technical assistance.

Local human service agencies will use the priorities set by LFUCG to propose ways to address these issues and provide the front line service delivery.

Sample Outcomes and Measures

Programs focus on immediate (crisis), intermediate, and long-term outcomes

- Substance abuse program focusing on financial stability
- After-school education program in context of runaway/homeless youth services
- Elder nutrition program



Programs focus on immediate (crisis), intermediate, and long-term outcomes. Examples include:

Substance abuse program that focuses on financial stability post program.

Initial – Program participants are knowledgeable of employment skills and means to increase financial stability (# attending pre-employment skills training, # receiving financial literacy, #without GED or high school diploma start GED services).

Intermediate – Program participants will apply knowledge and skills toward obtaining income (# complete resume preparation and mock interviews, # beginning supported temporary employment, # opening a bank account, # filing taxes including claiming EITC, # obtain credit report, prepare projected household spending plan, and begin credit repair and repayment of outstanding debt).

Long-term – Program participants will increase income and self-sufficiency (# obtain full-time employment with benefits, # obtain safe, affordable, permanent housing, # utilizing asset development strategies).

After-school education program in context of runaway and homeless youth services.

Initial – Youth are supported academically and behaviorally (# having access to academic, social and cultural supports).

Intermediate – Youth experience and increase in developmental assets (# improving grades over baseline, # improving social competency of planning and decision making by identifying and achieving short and long-term goals, # demonstrating reduced incidence of behavioral issues in school and restraint from engaging in personally destructive behaviors).

Long-Term – Increase student and family engagement and student success in middle school through successful transition to high school (# of participating middle school students successfully complete 8th grade, # of participating high school students successfully complete 12th grade with their graduating class).

Elder nutrition program (basic services).

Initial – Homebound participants will receive a nutritious meal (# receiving meal compliant with Kentucky Nutrient Requirements, # receiving 1/3 of the required daily allowance).

Intermediate – Homebound participants will receive a meal meeting 1/3 of the required daily allowance (# improving nutritional status by receiving 7 meals per week meeting this criteria).

Long-Term – Successfully maintain residence and independence (remain in primary home of choice as a result of meals provided and other support services).

Process

- Needs assessment (July – August)
- Prioritization (September)
- Assemble Request for Proposals (September)
- Distribute and advertise RFP availability (September)
- Training and technical assistance (October)
- Letter of Intent due (December)



We will briefly walk through the process and key dates. Please note that this is a brief overview and a longer document detailing full steps would follow.

In July and August the partnership would perform a community needs assessment. This would include collecting community-level data and ongoing monitoring, surveying and conducting focus groups with program populations, LFUCG departments and employees and human service agencies.

In September, the partnership will prioritize the information. This will be done by convening funder stakeholder groups (such as the Mayor, Commissioner and Council Members), reviewing the needs assessment findings and facilitating stakeholder priorities.

This information will be used to assemble a Request for Proposal, which will be assembled, advertised and distributed in September.

Those interested will receive training and technical assistance in October, including an overview of the RFP and process, how the partnership will view outcomes and metrics, and other assistance as needed.

After everyone has had an opportunity to review the RFP and seek training and assistance, those interested will be required to submit an initial letter of intent in December.

Process

- Full applications due (January)
- Expert reviewer/scoring of applications (February)
- Recommendations by Social Services Advisory Council (March)
- Mayor's recommendations (April)
- Council ratification (June)
- Finalize agency compliance process (June)



Those with letters of intent which fit into the direction of the LFUCG investments will file a full application in January.

Expert reviewers will score the applications in February, and the Social Services Advisory Council will make recommendations in March.

The Mayor will review the information and make his recommendations to Council in April, and the Council will make the final funding decisions in June.

During this time, a financial team will review audits, financial statements, nonprofit status, etc. of those identified for funding.

Process

- Contracts issued (June)
- Payments begin (July)
- Ongoing six month reporting (December and June)
- Ongoing six month reporting evaluation (July and January)
- New project and external grant proposals (ongoing)



Contracts will be issued in June following the funding decisions, with payments to agencies beginning in July.

Ongoing reporting and evaluations will take place every six months.

New project and external grant proposals will be evaluated on an ongoing basis

Suggested Scoring Rubric

- Organizational capacity – 20 points
- Program approach – 30 points
- Outcome measurement – 25 points
- Budget – 25 points



As we get into the RFP components and evaluation rubric, it's important to note that the recommendation is NOT to fold LFUCG funds into United Way's process. Rather, the partners are recommending a separate, yet parallel process. The two processes are to inform each other but not be co-mingled. United Way's main process is regional and involves decisions across nine Central Kentucky Counties.

Here you see the suggested RFP Components and Evaluation Rubric. There is a 30 page separate document which provides more extensive details.

The recommendation is to score as follows – organizational capacity would account for 20 points of the evaluation scoring, program approach would account for 30 points, outcome measurement – 25 points and budget – 25 points.

Organization Capacity – 20 points

Mission statement clearly defines the purpose of the organization; Organization that is capable of administering programs and grant funds; Staffing that appears appropriate in relation to the mission and the proposed program; Possesses the required certifications, accreditations, licenses, etc. applicable the type of organization

Program Approach – 30 points

Responsive to LFUCG's set priorities and target outcomes are identified. The connection to the proposed program are articulated; A detailed description of the program is provided; The target population is clearly defined. The definition includes characteristics and rationale that describes why the target population has been selected; The geographic area covered by the program is listed. UWBG prefers to fund programs that reach as much of their coverage area as possible; Specifics on the nature of the problem/issue addressed by the program; Demonstrated alignment to the LFUCG set priorities and identification role and scope with an entire community response to the issue; Discussion of the overall measurable goals of the program; Thorough discussion of the research or evidence that supports the program strategy; Detailed description of the partnerships/collaborations the organization is engaged in to deliver the program

Outcome Measurement – 25 points

Comprehensive logic model that clearly outlines the inputs, activities, outputs, outcomes, and indicators of the program; Identification of influencing factors that can impact success with the program and how they will be addressed; Data collection methodology that is sound and appears within the organization's ability to perform

Budget – 25 points

Reflects budget required to operate entire program; Expense categories clearly list UWBG grant portion and are explained in the narrative; The importance of the requested funds is clearly articulated; The overall cost per client is calculated

Financial Considerations

\$75,200

- Full time employee to manage partnership
- Student stipends
- Software and information technology
- Office space and supplies



To provide this service at a level needed by LFUCG and in partnership with the University of Kentucky, United Way would respectfully request \$75,200.

This funding would provide for a full time employee to manage the partnership including associate payroll taxes and benefits, stipends for the graduate level student interns from UK, additional usage of the software technology to be used, information technology including a computer hardware and software as well as ongoing IT support, space usage for the full time employee and office supplies include materials for reporting back to LFUCG on the partnership and results for circulation.

Questions?





City Manager
BILL PARRISH

City of Owensboro Kentucky

P.O. BOX 10003
OWENSBORO, KENTUCKY 42302-9003

April 13, 2011

Mr. Bill Farmer, President
United Way of the Bluegrass
2480 Fortune Drive, Ste. 250
Lexington, KY 40509

Dear Mr. Farmer:

The Owensboro Board of Commissioners has utilized the United Way of the Ohio Valley to administer the city's Social Service Fund, since January 2008. The United Way's mission of "Local People Helping Local People" dovetails perfectly with one of the city of Owensboro's initiatives, to engage more citizens in the decisions that affect them.

This public/private partnership has increased the transparency of the decision making process as approximately 60 citizens are involved in administering and investing their tax dollars in funding agencies and programs that are achieving measurable results and providing effective human service programs for the citizens who most need them in our community.

While United Way cannot guarantee the success of any agency, program or service in the community, it maintains a fundamental principle to provide an appropriate and adequate citizen review of its agencies' operations. Additionally, its association with the United Way of Kentucky and United Way Worldwide provides guidance and standards of excellence, but neither of these organizations will suggest, coerce or entice the local volunteers to fund or not fund any particular agency. We appreciate the fact that funding decisions can be made in the best interest of the community, rather than based upon any political persuasion.

Our partnership with the United Way has reduced the "lobbying" from individual agencies and replaced that with increased information about the needs and services occurring in our community. Additionally, our staff is in closed contact with the United Way and is briefed regularly when issues arise and presented with factual information prior to learning about them in the media. The inclusion of the City of Owensboro's social service funds provide a larger funding pool from which United Way agencies can demonstrate a greater community-wide impact.

Sincerely,

W.E. Parrish
City Manager