



**SOCIAL SERVICES AND COMMUNITY DEVELOPMENT
COMMITTEE AGENDA**

October 18, 2011

10:00 A.M., Council Chambers

Members:

Myers – Chair

Henson – Vice Chair

Kay

Ford

Lawless

Stinnett

McChord

Ellinger

Lane

Crosbie

1. Approval of Minutes and Motions
2. Continuation of discussion on how to leverage new money for partner agency funding
3. Discussion with UK around needs assessment
4. Items in Committee



Social Services and Community Development Committee

September 27, 2011

10:00 AM, Council Chambers

Minutes & Motions

Members of the Social Services and Community Development Standing Committee in attendance were Chair George Myers, Vice Chair Peggy Henson, Councilmember Chris Ford, Councilmember Diane Lawless, Councilmember Steve Kay, Councilmember Jay McChord, Councilmember Kevin Stinnett, Councilmember Chuck Ellinger, and Councilmember K.C. Crosbie. Councilmember Ed Lane was absent from the meeting.

Partner Agency Funding Policy

Elizabeth Chatterton provided an overview of the Partner Agency Funding Policy proposals that were discussed during the April 19, May 12, and August 30, 2011 Social Services Committee meetings. The focus of these presentations has been "How can we improve the partner agency funding process in order to enhance services in the community." Elizabeth stated that four primary objectives have been identified:

1. Increasing the total dollars available to fund services by leveraging tax-payer dollars to seek outside funding sources,
2. Basing funding decisions on analytics and empirical data by utilizing comprehensive needs assessments,
3. Implementing outcome measurements, and
4. Implementing performance evaluations.

These objectives were identified through the course of many conversations and a great amount of collaboration between the Social Services Committee, the Lexington Fayette Urban County Government's (LFUCG) Department of Social Services (DSS), the Bluegrass Community Foundation (BGCF), GoodGiving.net, the University of Kentucky's (UK) College of Social Work, the UK Martin School of Public Policy, and the United Way of the Bluegrass (UWBG).

The policy proposals heard before Committee aim to improve the current partner agency funding model which lacks several features including analytics and needs assessments as the basis for funding decisions, as well as objective scoring. Funding requests are often used for overall agency operations which create challenges for outcome measurements.

Ms. Chatterton said all policy proposals heard before committee incorporate the use of a third-party outside agency to pursue additional non-taxpayer funds for delivering services to the community; a needs assessments provided by graduate students of UK's Martin School and College of Social Work to prioritize funding decisions; extending the partner agency funding model from Social Service's partner agencies to all LFUCG partner agencies; a scoring committee to make funding recommendations to the Mayor; the implementation of tying funding to outcome measures; and the implementation of program evaluations.

The proposal heard from UK and UWBG on April 19, 2011 and the proposal heard from the DSS and BGCF largely differed in its proposed use of UK students. UK and UWBG proposed using the students for program evaluations in addition to needs' assessments. DSS recommended using students solely for the purpose of providing community needs' assessment. The UWBG and UK also recommended doing continuous and fluid needs assessment whereas the DSS recommended needs assessments every five to seven years.

A proposed scoring rubric was presented to the Committee, reflecting changes request by the Committee from DSS during a previous meeting. A list of Committee member comments and suggestions were also included for the purpose of furthering discussions and to develop and implement a final policy.

CM Myers said this policy is bigger than Social Services and should be implemented for all partner agencies receiving funding from LFUCG. This policy proposal does not suggest that partner agencies are not doing a good job but instead would provide LFUCG with information that can be reported back to investors. He compared the policy proposal to the Mayor's plan to hire an outside firm in order to close a \$3.5 million budget gap in LFUCG's health care costs. The concept of this proposal is similar in that it says there has to be new money brought to the table. By providing program evaluations, reviews, and outcome measurements, someone can take that data and information to pursue new money through grants. CM Myers proposed putting out a request for proposals (RFP) and spend \$40,000-60,000 to go after new money.

CM Ford asked if UWBG competed with LFUCG partner agencies for outside funding. Bill Farmer, the President of UWBG responded that there is the possibility for local competition when UWBG is applying for federal and foundation grants and anytime UWBG competes for these types of funds it notifies its partnering agencies of their intent to apply for that grant. UWBG has made agreements with certain agencies in the community when they are aware that another agency is applying for the grant to cede to the other agency unless there are specific conditions in which UWBG decides it needs to apply. UWBG does not think it is in the best interest of the community to compete because it sends the wrong message to the funder that the community may not be together on how to address the issue.

CM Ford asked what policy UWBG utilizes in funding LFUCG agencies. Mr. Farmer said they issue an RFP to the agencies with criteria or data points asking agencies how they are going to address the issue. Proposals are reviewed by subject matter experts who provide a score on their assessment of the likelihood of success based on the proposal. They have another group of volunteers review the proposal and scores to make the funding decision. Decisions are not made by UWBG staff. Decisions are made by the community which is then approved by the Board of Directors. CM Ford asked if UWBG relied on needs assessments. Mr. Farmer replied, "Yes."

CM Stinnett said he thinks that an RFP for a needs assessment should come first to determine which organizations LFUCG should support. CM Stinnett stated that on the health care argument he wanted everyone to understand that LFUCG is spending \$1.4 million to save \$7 million.

CM Lawless said that she there is not a real clear concept of who is receiving what from LFUCG in terms of in-kind services to partner agencies. CM Lawless stated she does support the needs assessments and would like to know what other kinds of services and support partner agencies receive from LFUCG in addition to what in-kind services could benefit agencies in a needs assessment.

CM Henson said she agrees with CM Lawless and CM Stinnett in that the needs assessment should come first. She thinks the application process and accountability are good things. She does not want to have funding categories incorporated in the application process until after a needs assessment. CM Henson said the bottom line is the basic needs of people in the city need to be met and the more restrictions you place on something the more it hurts the people who need assistance. She supports a motion for a needs assessment first. CM Henson suggested that if there is to be an RFP for leveraging funds that agencies receiving funding from LFUCG should not be eligible to participate.

CM Kay addressed the proposed implementation timeline in the packet on page 25 commenting that it suggests an order of priority for making decisions. He said the first question is whether the Committee is going to shift towards funding programs rather than providing general agency support as a policy question and whether it should be done this year. CM Kay said there also needs to be a needs assessment and there is the question of whether it should happen this year or late, and whether the needs assessment should go out for an RFP process or if it can be done internally through cooperation with partner agencies. CM Kay said the same thought occurs about the question of leveraging outside funds and he thinks that is separate from

the question of how the Committee wants to proceed this year or next year in terms of the applications that are received from partner agencies.

CM Myers said if the Committee wants to do a needs assessment but does not want to bring new money to the table then it is the same as saying that LFUCG has done all it can. CM Myers added that the needs assessment will not provide outcomes without funding. If they spend \$50,000 on leveraging new funds and it brings in one new grant for \$100,000 then there has been \$50,000 added to the community for services.

CM Ford stated that there is great need and if LFUCG did not provide General Fund support to LFUCG agencies, there would still be an obligation for the Social Services function of this government to provide for that need.

A motion by Chris Ford to allow for the public comment of those that are interested to speak, seconded by Chuck Ellinger, the motion passed without dissent.

CM Stinnett asked for the Committee members who have not had an opportunity to speak to have their opportunity to speak first and CM Ford agreed.

CM Stinnett stated that the needs assessment does not prevent LFUCG from pursuing extra money but the needs assessment is necessary in order to have better targets. CM Stinnett thinks the leveraging of funds should be done by a third-party outside agency.

CM McChord stated he thinks it would be a wise move to make a motion and bring forward two RFP's simultaneously: one for the needs assessment and one for pursuing outside funding.

CM Lawless said she supports the RFP for a needs assessment but still has concerns about measuring outcomes. This proposal could be in any Committee and there are a lot of factors that are not measurable. She provided examples of agencies that receive LFUCG funding where outcomes are difficult to measure.

A motion was made by CM Stinnett to direct the Administration within 30 days of passing before the whole Council to work with Chair Myers to put out an RFP for a needs assessment for Social Services' agencies and services in the community and report back with that assessment no later than April 2012, seconded by Jay McChord.

There was discussion on the motion.

CM Kay said he agrees with the needs assessment but would like to slow down, expressing concern that we would be spending money to plow old ground and not find a lot of new information.

CM Ford brought up a point of order that there was a motion to have public comment after the Councilmembers who were signed-up had spoken and asked CM Stinnett to consider making the motion after the public comment happened. CM Stinnett stated he is okay with waiting until after the public comment but will not be able to attend the vote if it waits due to an outside emergency.

The Chair opened the floor to public comment calling Jack Burch to speak.

Mr. Burch said that the idea of paying people to get grants at a time when government does not have any money does not make sense. He named some grants that are going to be available to community partners to address community needs. He asked that if the Committee does not already know about these grants to take the time to learn about it before hiring another grant writer. Mr. Burch urged the Committee to slow down and work with Commissioner Mills.

Walter May called to speak. Mr. May said that the Commissioner has some good ideas for a needs assessments and would urge the Committee to work with her. Mr. May gave an overview of the Hope Center's historical funding levels and compared that to their overall current budget. He provided details

about service levels, additional need, the Hope Center's response to the additional need, and the future plans for the Hope Center as an example of how they have leveraged money.

Janice James called to speak. Ms. James works for the Hope Center. She stated that the money received for the Hope Center is leveraged. She commented on the needs assessment that she chaired for another organization and added that there is wisdom in looking at what has already been done.

Dr. David Stevens called to speak. Dr. Stevens represents the Salvation Army. The Salvation Army board met to discuss the proposal before the Committee meeting and expressed some anxiety about the funding priority list that was published detailing what available funding will be used for. Dr. Stevens is not sure that the Salvation Army will qualify. They also are concerned about the United Way administering funds as they compete with UWBG on some grants. Dr. Stevens gave an overview of their budget, how LFUCG funds are used at Salvation Army and asked the Committee to give its organization consideration. Dr. Stevens asked for some clarification about the LFUCG priority funding areas that are being advertised and how his organization will fit into those categories.

CM McChord addressed the list that was presented to the Salvation Army and asked where that list came from. Dr. Stevens said that it came from the Commissioner of Social Services. CM McChord stated that the Salvation Army is a great organization and hearing that there is confusion about whether or not they fit into the equation validates the need for a needs assessment.

CM McChord stated he has a strong opinion on finding additional funding for the community. He is sure that the partner agencies do a good job but finds it hard to believe that if agencies could have more that they would turn it away. He does not see why the Committee would refuse an attempt to get more and he supports the need for an RFP for a needs assessment.

CM Lawless stated that she has mixed feelings about the needs assessment. She noted that she participated in numerous needs assessments over her career and her observation was that the same needs consistently appeared in each assessment over several years.

CM Kay stated that based on the comments from the partner agencies that are present he does not seem to think that is what government does best. While CM Kay said he agrees with the need for a needs assessment, he does not think that LFUCG is in a position to do it right now.

CM Myers said what is interesting to him is that people come to the microphone and say they do not need additional money but when their budget is cut they come to the microphone and ask why their funds are being cut. CM Myers stated that there are all kinds of issues out there that are not being addressed by partner agencies. CM Myers stated that his vision is to look at the needs of the community to address how we bring new money to the table. If the Committee and the Council do not wish to do that then partner agencies will continue to be cut from the budget. CM Myers said his vision is to look forward and figure out if there is new money that can be brought to the table that is currently not available today.

The motion made from CM Stinnett still remained on the floor from earlier. CM McChord as the second withdrew the motion and asked that the report out reflected this conversation. CM Myers asked for the Committees input since the motioner, CM Stinnett was no longer present in the meeting. The Committee agreed to withdraw the motion.

Application for Partner Agency Funding FY 2013

CM Henson asked Commissioner Beth Mills about the needs assessment and if it is something that she feels LFUCG should do. Com. Mills stated that she does think a needs assessment is important adding that she has had preliminary meetings with UK. She said UK would preliminarily like to use the \$10K used for a professor to develop the needs assessment course rather than initially utilize the funds for students' stipends. In the fall semester of 2012 they would have students inventory the needs assessments' that already exist and then in the spring semester of 2013 begin a new needs assessment. CM Henson stated that

rather than do an RFP at the next meeting it might be preferable to have Com. Mills provide an update at the next meeting.

CM Henson stated her other question is about the funding categories that were proposed by DSS for partner agency funding. CM Henson said those funding categories place agencies in a box and that there are many needs in the community. CM Henson voiced concern for the Salvation Army and said she would like to remove the categories and requested Com. Mills' input.

Com. Mills stated that the categories were chosen from anecdotal information from Social Service staff and were added to switch funding from programs to outcomes.

A motion was made by CM Henson making a motion to remove the categories from the partner agency funding, seconded by CM Ford.

There was discussion on the motion. CM Kay noted that the move towards categories was an attempt to set parameters and some policy around the type of programs LFUCG intends to fund and he would not be in support of the motion.

CM Ford made an amendment to the motion to ask the Commissioner of Social Services to work and report back to the Committee of how the categories can be amended in a way that would not exclude the Salvation Army or similar functions that they provide, no second. The amendment to the motion was withdrawn after consulting Commissioner Mills and further discussion.

CM Henson said she has an issue with the categories that they do not include all of the circumstances in which someone might need emergency shelter. Com. Mills responded that DSS will not be able to cover everyone in need in Fayette County and noted that food nor rent and utility payments are also not covered. If there was a Basic Human Needs category such as shelter, food and economic security it would cover most of those needs but at some point after the needs assessment they will need to prioritize.

CM Myers said the amendment to the motion would have her coming back to the Committee and asked if that would work with her timeline. Com. Mills said the next Committee meeting is October 18 and the meeting with partner agencies is October 19 so that would not allow for advanced notification to partner agencies. CM Myers asked Com. Mills for a recommendation. Com. Mills said that she would recommend the Committee add a Basic Human Needs category, noting it would also open up the process to some other agencies in the community.

A motion by Steve Kay to Amend motion to add a Basic Human Needs category to the Department of Social Services priority funding categories so that funding would provide for shelter, food, and economic security, seconded by Chuck Ellinger, the motion passed without dissent.

The next meeting will continue discussions with Com. Mills about her work with UK and the needs assessment, as well as the RFP that was discussed today for leveraging outside funds.

A motion by Chris Ford to adjourn, seconded by Jay McChord, the motion passed without dissent.

Social Services Committee Referrals
08.30.2011

Item	Referred By	Date Referred
Community Development Block Grant and its Consolidated Plan	Myers	5.25.2011
Vice Mayor appoints a task force to look at the need for a new senior citizen's center	Finance and Social Services' Link Committee	8.16.2011
Discussion on creating a policy recommendation to the full Council around how we fund Partner Agencies specifically with respect to those who want to give raises to their employees	Myers	9.27.2011