Myers, Chair
Henson, Vice Chair
Ellinger
Kay
Ford
Lawless
Stinnett
Crosbie
McChord
Lane

A G E N D A
Social Services & Community Development Committee
September 18, 2012
11:00 A.M.

1. August 14, 2012 Social Services & Community Development Committee Summary (1-3)

2. Social Services Needs Assessment
   Council's Vision for Needs Assessment (4-28)

3. 2013 Consolidated Plan Update
   Information regarding the Consolidated Plan will be distributed by the 9.18.12 Meeting

4. Committee Referral Items (29)

The social services and community development committee, to which shall be referred matters relating to the department of social services and its divisions, and any related partner agencies and the division of community development, related partner agencies, and other matters relating to community development and economic development

Council Rules & Procedures, Section 2.102 (1)

CY 12 Meeting Schedule
October 16
November 20
December 4

Social Services & Community Development Committee
August 14, 2012
Summary & Motions

Chair Myers called the meeting to order at 1:02 PM. Members present were CM Henson, CM Ellinger, CM Kay, CM Ford, CM Lawless, CM Stinnett, CM Crosbie, CM McChord and CM Lane.

4.17.12 Committee Summary

CM Henson made a motion to amend the summary to indicate that she was absent during the vote regarding the Section 108 Loan Program. Kay seconded the motion. The motion passed without dissent.

CM Henson made a motion to approve the amended summary of the 4.17.12 Social Services & Community Development Committee.

Partner Agency Process Amendments

Commissioner Mills made a presentation on the FY 14 Social Services Partner Agency Process Revisions. She stated that the goal of the process was to review the partner agency application process so improvements can be made to the application and scoring instrument. She reviewed the process to date including the survey of applicant agencies and the application scoring committee.

Ms. Mills stated that for FY 14 requests cannot exceed 20% of the applicant's annual budget and that the financial information will be summarized by staff for the reviewers. Ms. Mills stated that the proposed scoring changes include: adding weight to some of the questions, increasing the potential score to 140 points; removing points related to an agency's years of service; and the Division of Budgeting will review financial performance trends.

In response to a question Ms. Mills stated that they are proposing that the "Program Approach" category receive up to 60 points next year, which is an increase from the 25 points allocated for that category last year.

Ms. Mills stated that they are proposing to leave the FY 13 funding priorities unchanged for FY 14 until the needs assessment can be completed. She reviewed the schedule. She stated that in September FY 14 funding would be advertised; a mandatory pre-application meeting would be held on Oct 17 (tentative date); the application deadline will be Jan 16, 2013 (tentative date); the review panels will convene in Feb to score the applications; the Partner Agency Funding Allocation workgroup will meet in March; a presentation will be made to the Social Services & Community Development Committee in March; and funding recommendations will be forwarded to Mayor Gray in March as well.

Commissioner Mills requested that the Committee take action on the proposed schedule; application and scoring instrument; and caps on number of programs, applications per agency and total dollar amount.

On a motion by CM Ford, second CM Kay the proposed schedule, the application and scoring revisions were approved by committee without dissent.

On a motion by CM Kay second CM McChord the committee recommended to not place a funding cap on any partner agency by a vote of 8-1 (CM Crosbie-No; CM Ellinger was absent during the vote).

UK Students Social Services Needs Assessment Project

Commissioner Mills presented the needs assessment project. She stated that UK would be providing 4-5 graduate students from the School of Social Work to work on the project. She stated that the students will allocate approximately 1,080 hours of work during the first semester. The students will be assigned to the 21 funded partner agencies. UK will provide evidence-based tools for the assessment. The students will also review the 2008 needs assessment, the 10 year plan to end homelessness and other community based needs assessment.

At this point it is anticipated that the students will return to the Committee in December to provide their findings. The information should be presented in a useful form to be used for FY 15 partner agency planning. The needs assessment will include an inventory of services and identify gaps in services and service delivery.

Commissioner Mills stated that part of the assessment will include interviewing Councilmembers to provide input and have a deeper understanding of expectations.

In response to a question, Commission Mills stated that the students will not receive a monetary stipend but will receive course credit and valuable work experience. CM Myers stated that he hoped funds could be found in the budget to provide the students with a modest stipend because the work product will be an asset to Lexington-Fayette County.

CM Kay stated that he hoped the process will remain focused on its mission of identifying critical social service needs and not get too involved in best practice exercises at this point.

Summer Youth Employment Update

Mattie Morton presented the summer youth employment program update. She summarized the process for implementing the program. Ms. Morton started that this summer 153 youth were employed for 6 weeks in 80 work sites around the County. The youth employees were from 17 Fayette County middle and high schools. She stated that 369 applications were received for the 153 work slots.

Ms. Morton also described the job and college fair, the job shadowing, the mentoring and life skills aspects of the program.

CM Ford stated that extra funds were included in the FY 13 budget and the youth work slots should increase to 225 next summer. He stated that the program offers great experience for the youth and should be fully funded.

CM Stinnett asked about funding, the application process, the college and career fair and selection of work sites. He suggested that Councilmembers can assist in the recruitment of additional work sites. He also stated that he hoped all area colleges would participate in the college fair in the future.

CM Henson commented on program benefits.

CM Myers asked about data for all of the applicants, not just those selected. He also asked about soliciting additional work sites from Commerce Lexington.

CM Myers requested that Councilmembers send suggested additional work sites to staff so that that they can communicated to Ms. Morton and Commissioner Mills.

Committee Referrals

On a motion by CM Kay second CM Henson the partner agency funding item referred by CM Myers was removed from the committee list without dissent.

The meeting was adjourned at 10:35AM

PAS 8.16.12

UK College of Social Work & Martin School of Public Policy and Administration

Lexington Fayette Urban County Government Department of Social Services:

Needs Assessment Budget
August 31, 2012

Purpose: The University of Kentucky College of Social Work (COSW) and the Martin School of Public Policy and Administration will assess the articulated social service needs in Fayette County, Kentucky. This will be accomplished via the administering of a needs assessment to agency partners and constituents. The partner agencies include those that fulfill social service as well as economic needs in the community that are geared to improve quality of life and well-being. The COSW and Martin School will work together to complete this task and work within their areas of expertise.

College of Social Work: This project will be housed in the Master of Social Work Community and Social Development concentration as a site within which graduate social work students may fulfill their field practicum curriculum requirements.

***Martin School of Public Policy and Administration*:** This project will be undertaken by a group of 4 – 5 students in the Master of Public Policy (MPP) or Master of Public Administration (MPA) programs as their internship, a requirement of both degree programs. The internship requires 400 hours of time on the project. Students will be engaged in this project while undertaking the Martin School curricula that includes courses on quantitative and qualitative analysis, budgeting, and program evaluation. The coursework in the Martin School is scheduled so that courses focusing on analysis and program evaluation are taken at the beginning of the program. A designated Martin School faculty member will develop a learning contract and provide oversight on the project. A Martin School faculty or staff member will provide oversight and assistance on the ongoing operations.

The needs assessment will consist of three phases: (1) reviewing and mining of existing data gathered by community entities to identify emerging themes and patterns of needs/issues, (2) designing, administering a needs assessment based on identified themes, patterns, and relevant current trends, and (3) analyzing and disseminating the results of the community/agency needs assessment.

This project will encompass three 4 month periods, beginning August 31, 2012 and continuing through December 31, 2013 (coinciding with the Fall, Summer, and Spring semesters in the UK academic calendar). The means through which the College of Social Work and the Martin School plan to address these responsibilities are outlined below.

Phase 1: Review and mine existing data gathered by community entities to identify emerging themes and patterns of needs/issues.

Timeframe:	August 31, 2012 – December 31, 2012
Phase 1 Cost:	$10,500
COSW Faculty	$1,666.67
COSW Doctoral Student	$5,333.33
Martin School Faculty/Staff	$1,000
Martin School Doctoral Student	$2,000
Operating Expenses	$500
(Presentation materials and handouts, parking and mileage reimbursement)	

Fall 2012 Semester

Designated UK COSW Faculty member: Dr. Diane Loeffler	Provides oversight and continuity to the review and mining of existing data in relation to the needs assessment: • Consult regularly with the PhD student • Provide oversight for the methodological design of mining existing data • Serve as a resource to analyze emerging themes and patterns of needs/issues that result from the data • Participate in data trustworthiness activities (such as those required to establish inter-rater reliability) • Interface with university and community partners as needed
UK COSW PhD Student Project Mentor: Sarabeth Leukefeld	Provide mentorship and management of day-to-day operations related to the mining of existing data relevant to the needs assessment: • Assist students in finalizing methodological specifics such as data collection, storage, and analysis • Review with students ethical research and program evaluation conduct (e.g., confidentiality issues) • Create a project work plan (tasks and timeline) and monitor progress • Delineate and assign project responsibilities to students and provide supervision and mentorship during task implementation • Coach students in professional interviewing of community partners for purposes of data collection • Facilitate linkage between classroom learning and application of knowledge and skills in the practice setting • Review with students qualitative data analysis methods and systematic data mining, data entry • Provide oversight and report/presentation guidelines to students for production of deliverables (e.g., oral presentation, written report)
COSW Students	Review and mine existing data gathered by community entities to identify emerging themes and patterns of needs/issues: • Design methodological specifics such as data collection, storage, and analysis • Demonstrate ethical research and program evaluation behaviors in practice (e.g., confidentiality issues) • Assist in the creation of a project work plan (tasks and timeline) and monitor progress • Carry out assigned project responsibilities and inform project mentor of activities; seek consultation as appropriate • Conduct professional interviews of community partners to collect data • Apply qualitative data analysis methods to complete

	systematic data mining of existing written reports and field notes from interviews • Enter qualitative and quantitative data • Produce a written report and deliver an oral presentation that summarizes emergent themes/patterns and recommendation for needs assessment work in the Spring 2013
UK Martin School Faculty/Staff member: TBN	• Oversee Martin School's role in the project • Identify interns who will participate in the project • Serve as consultant in needs assessment design
UK Martin School Doctoral Student: TBN	• Participate in discussions with COSW faculty, staff and doctoral students regarding needs assessment methodology design • Shadow project development for purposes of continuity (e.g., attend summary presentation at the end of the fall semester)

Phase 2: Design, administer a needs assessment based on identified themes, patterns, and relevant current trends.

Timeframe:	January 1, 2013 – August 15, 2013
Phase 2 Cost:	$16,000
COSW Faculty	$1,666.67
COSW Doctoral Student	$5,333.33
Martin School Faculty/Staff	$4,000
Martin School Doctoral Student	$4,000
Operating Expenses	$1,000

(Presentation materials and handouts, parking and mileage reimbursement)

Spring 2013 Semester

Designated UK COSW Faculty member: Dr. Diane Loeffler	Provide oversight and continuity to the designing and administering of the needs assessment: • Consult regularly with the PhD student • Provide oversight for the data collection methods (e.g., needs assessment written survey and focus group format) and analysis approach • Serve as a resource to troubleshoot methodological concerns and analyze emerging themes and patterns of needs/issues that result from the data • Participate in data trustworthiness activities (such as those required to standardize interview techniques) • Interface with university and community partners as needed
UK COSW PhD Student Project Mentor: Sarabeth Leukefeld	Mentor students and manage day to day operations related to the designing and administering of the needs assessment: • Assist students in finalizing specifics regarding data collection methods (e.g., needs assessment written survey and focus group format) and analysis approach

	• Review with students ethical research and program evaluation conduct (specifically related to focus group facilitation, data recording, for purposes of data collection) • Create a project work plan (tasks and timeline) and monitor progress • Delineate and assign project responsibilities to students and provide supervision and mentorship during task implementation • Coach students in facilitation principles and skills related to focus group data collection • Facilitate linkage between classroom learning and application of knowledge and skills in the practice setting • Review with students qualitative data collection methods and implications for data analysis, data entry • Provide oversight and report/presentation guidelines to students for production of deliverables (e.g., oral presentation, written report)
COSW Students	Design an evaluation strategy and mine existing data relevant to the needs assessment and report findings: • Design data collection methods (e.g., needs assessment written survey and focus group format) and analysis approach • Demonstrate ethical research and program evaluation behaviors in practice (specifically related to focus group facilitation, data recording) • Assist in the creation of a project work plan (tasks and timeline) and monitor progress • Carry out assigned project responsibilities and inform project mentor of activities; seek consultation as appropriate • Facilitate focus groups in a professional manner with community partners to collect data • Enter qualitative and quantitative data • Produce a written report and oral presentation and deliver (e.g., oral presentation, written report)
UK Martin School Faculty/Staff member: TBN	**Spring 2013 Semester:** • Design orientation to project activities for graduate students who will participate in data analysis in the Summer Semester 2013 • Serve as project manager for the Martin School in retard to internship contracts etc. **Summer 2013 Semester:** • Provide advice and guidance for Martin School Graduate Students and insure internship requirements are met

UK Martin School Doctoral Student: TBN	**Spring 2013 Semester:** • Participate in discussions regarding needs assessment methodology design • Shadow project development for purposes of continuity (e.g., attend summary presentation at the end of the fall semester) **Summer 2013 Semester:** • Provide ongoing oversight of Martin School interns/graduate students during data analysis activities (e.g., assist with development of analysis plan, ensure contextual analysis/interpretation of qualitative data)
UK Martin School Graduate Students	**Spring 2013 Semester:** • Complete orientation to the project • Assist with facilitation of focus groups (as described in COSW Student section) • Prepare analysis strategy for Summer 2013 **Summer 2013 Semester:** • Conduct analysis of quantitative and qualitative data • Prepare preliminary interpretation of quantitative and qualitative data • Transition findings to COSW Students for refinement and presentation to constituents in Fall 2013

Phase 3: Analyze and disseminate the results of the community/agency needs assessment.

Timeframe:	August 16, 2013 – December 31, 2013
Phase 3 Cost:	$8,500
COSW Faculty	$1,666.67
COSW Doctoral Student	$5,333.33
Martin School Faculty/Staff	$1,000
Operating Expenses (Presentation materials and handouts, parking and mileage reimbursement)	$500

Fall 2013 Semester

Designated UK COSW Faculty member: Dr. Diane Loeffler	Provide oversight and continuity to the analyzing and disseminating of the results of the community/agency needs assessment: • Consult regularly with the PhD student • Provide oversight for data analysis, interpretation, and presentation of results and their implications • Serve as a resource to troubleshoot issues related to analysis, interpretation, validation and presentation of findings • Participate in data interpretation activities as necessary • Interface with university and community partners as needed • Assist with creating a plan for dissemination of

	findings to constituents
UK COSW PhD Student Project Mentor: Sarabeth Leukefeld	Provide oversight and continuity to the analyzing and disseminating of the results of the community/agency needs assessment: • Assist students in refining interpretation of data and presentation of results and their implications • Review with students ethical research and program evaluation conduct (specifically related to interpretation and presentation of results and implications) • Create a project work plan (tasks and timeline) and monitor progress • Delineate and assign project responsibilities to students and provide supervision and mentorship during task implementation • Coach students in professional report requirements • Facilitate linkage between classroom learning and application of knowledge and skills in the practice setting • Oversee students' preparation of a preliminary report of findings (due mid October 2013) • Develop a dissemination plan with students for constituents • Provide oversight and report/presentation guidelines to students for production of deliverables (e.g., oral presentation, written report)
COSW Students	Interpret findings, determine implications/recommendations and disseminate results of the community/agency needs assessment via oral presentations and written report: • Refine interpretation of data and summarize results and their implications • Demonstrate ethical research and program evaluation behaviors in practice (specifically related to interpretation and presentation of results and implications) • Assist in the creation of a project work plan (tasks and timeline) and monitor progress • Carry out assigned project responsibilities and inform project mentor of activities; seek consultation as appropriate • Prepare a preliminary report of findings (due mid October 2013) • Disseminate results to constituents (via oral presentations, discussions, written reports) • Prepare a final written report of process, findings, and implications/recommendations and present via oral presentation and in written form to constituents
UK Martin School Faculty/Staff	• Provide consultation as needed to COSW faculty, PhD

member: TBN	student mentors, and students regarding summer data analysis process, etc. to support continuity in project development and presentation of findings and their implications

RESOLUTION NO. 155-2012

A RESOLUTION AUTHORIZING AND DIRECTING THE MAYOR, ON BEHALF OF THE URBAN COUNTY GOVERNMENT, TO EXECUTE A MEMORANDUM OF AGREEMENT WITH THE UNIVERSITY OF KENTUCKY COLLEGE OF SOCIAL WORK AND MARTIN SCHOOL OF PUBLIC POLICY AND ADMINISTRATION, FOR CONDUCTING A NEEDS ASSESSMENT FOR THE PARTNER AGENCY FUNDING PROCESS, AT A COST NOT TO EXCEED $35,000, PROVIDED THAT FUNDS ARE BUDGETED FOR FY2013.

BE IT RESOLVED BY THE COUNCIL OF THE LEXINGTON-FAYETTE URBAN COUNTY GOVERNMENT:

Section 1 - That the Mayor, on behalf of the Lexington-Fayette Urban County Government, be and hereby is authorized and directed to execute the Memorandum of Agreement, which is attached hereto and incorporated herein by reference, with the University of Kentucky College of Social Work and Martin School of Public Policy and Administration, for conducting a needs assessment for the partner agency funding Process, at a cost not to exceed $35,000, provided that funds are budgeted for FY2013.

Section 2 - That this Resolution shall become effective on the date of its passage.

PASSED URBAN COUNTY COUNCIL: April 12, 2012

/s/ Jim Gray
MAYOR

ATTEST:

/s/ Susan Lamb
CLERK OF URBAN COUNTY COUNCIL

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R155-2012

MEMORANDUM OF AGREEMENT
UNIVERSITY OF KENTUCKY

THIS AGREEMENT, made and entered into this 12th day of April 2012.

By and between University of Kentucky, College of Social Work and Martin School of Public Policy & Administration
(Name of Agency)

619 Patterson Office Tower, Lexington, KY 40506-0027
(Address) (Zip Code)

hereinafter referred to as the First Party, and the

Lexington-Fayette Urban County Government, Department of Social Services, 200 E. Main St. Rm 328, Lexington, KY 40507
(Name of Company) (Address)

herein after referred to as the Second Party:

WHEREAS, the First Party, in the exercise of its lawful duties, wishes to obtain certain services, as described below:

The University of Kentucky College of Social Work (COSW) and the Martin School of Public Policy and Administration will assist in assessing the articulated social service needs in Fayette County, Kentucky. The needs assessment will consist of three phases: (1) reviewing and mining of existing data gathered by community entities to identify emerging themes and patterns of needs/issues, (2) designing, administering a needs assessment based on identified themes, patterns, and relevant current trends, and (3) analyzing and disseminating the results of the community/agency needs assessment. The COSW and Martin School will work together to complete this task and work within their areas of expertise.

This project will be housed in the Master of Social Work Community and Social Development concentration as a site within which graduate social work students may fulfill their field practicum curriculum requirements. The graduate social work curriculum consists of two field placements, each requiring 300 hours of time. COSW will place 4-5 graduate students at this site for both semesters of their practica.

A designated COSW faculty member will assist in constructing the learning contract and provide general oversight and continuity to the needs assessment project. A COSW PhD student will be engaged to attend to the ongoing operation of the COSW student project component.

This project will be undertaken by a group of 4 – 5 students in the Master of Public Policy (MPP) or Master of Public Administration (MPA) programs as their internship, a requirement of both degree programs. The internship requires 400 hours of time on the project. Students will be engaged in this project while undertaking the Martin School curricula that includes courses on quantitative and qualitative analysis, budgeting, and program evaluation. The coursework in the Martin School is scheduled so that courses focusing on analysis and program evaluation are taken at the beginning of the program.

A designated Martin School faculty member will develop a learning contract and provide oversight on the project. A Martin School staff member will provide oversight and assistance on the ongoing operations.

At the end of each semester the students will present a summary of their progress to the Council orally and via written reports. The project will culminate in the dissemination of the needs assessment process and findings via a written report and oral presentation.

1. SERVICES:

WHEREAS, the Second Party is willing to perform such services. The Second Party agrees to perform the services as hereinafter described with particularity as follows

In accordance with expectations of our accreditation body (Council on Social Work Education) regarding field placements, we will need Lexington-Fayette Urban County Government (LFUCG) to support the COSW by providing on-site student supervision and to assist with arranging other activities in which they can participate to address required competencies. Although much of the project under discussion is not place-based, we anticipate there will be times the students will need an office or meeting space at LFUCG.

NOW, THEREFORE, it is hereby and herewith mutually agreed by and between the parties hereto as follows:

2. **CONSIDERATION**

A. **Fee:** For the services as hereinbefore set forth, the Second Party agrees to pay the First Party, the sum of $ 35,000 payable upon the receipt of billing from the First Party. Payment is due within thirty (30) days after the date of the First Party's invoice.

B. **Travel expenses**, if authorized, herein. The contact shall be paid for no travel expenses unless and except as specifically authorized by this paragraph as follows:

_____

C. **Other expenses**, if authorized herein. The contractor shall be reimbursed for no other expenses of any kind, unless and except as specifically authorized in the paragraph below

_____

D. **Maximum for fee and expenses**

The contractor's fee, travel expense reimbursement (if any) and other reimbursement (if any) relative to the services shall not exceed a total of $ 35,000

3. **INVOICING:**

A. Invoicing for Fee: The contractor's fee shall be original invoice(s) and shall be signed by the contractor. The invoice(s) must conform to the method prescribed under Section 2, Consideration, Paragraph A.

B. Invoicing for Travel Expenses: The Contractor must follow instructions as described above. The invoice(s) must conform to the method prescribed under Section 2, Consideration, Paragraph B. Original copies must be submitted for airline ticket receipts, motel bills, restaurant charges, and rental car charges. All other charges shall be either original or certified copies.

C. Invoicing for Miscellaneous Expenses: The invoice(s) must conform to the method prescribed under Section 2, Consideration, Paragraph C. The Contractor must follow instructions prescribed above. Expenses submitted shall be either original or certified copies.

4. **CONTRACT DATES**

The period in which the subject services are to be performed is from

August 31 (Month, Day), 2012 to December 31 (Month, Day), 2013

5. **EXTENSIONS**

At the expiration of its initial term, this contract may, at the option of the parties hereto, be extended upon the same terms and conditions as set forth herein for further periods not to exceed twelve (12) months each, subject to the advance approval of the University of Kentucky Purchasing Department.

6. **CANCELLATION**

Either Party shall have the right to terminate and cancel this agreement at any time upon a thirty (30) day written notice to the other party.

7. **DISCRIMINATION (BECAUSE OF RACE, RELIGION, COLOR, NATIONAL ORIGIN, SEX, AGE, OR HANDICAP) PROHIBITED**

During the performance of this contract, the Contractor agrees as follows:

(a) The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, national origin, sex or age (40-70). The Contractor further agrees to comply with the provisions of Section 504 of the Rehabilitation Act of 1973, P.L. 93-112, and applicable federal regulations relating thereto prohibiting discrimination against otherwise qualified handicapped individuals under any program or activity receiving federal financial assistance. Contractor will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, religion, color, national origin, sex or age (40-70) or handicap. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

(b) The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, sex or age (40-70) or handicap.

(c) The Contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice advising the said labor union or workers' representative of the Contractor's commitments under this section.

(d) The Contractor will comply with all provisions of Executive Order No. 11246 of September 24, 1965, as amended, and of the rules, regulations and relevant orders of the Secretary of Labor.

(e) The Contractor will furnish all information and reports required by Executive Order No. 11246 of September 24, 1965, as amended, and by the rules, regulations and orders of the Secretary of Labor, or pursuant thereto and will permit access to his books, records and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.

(f) In the event the Contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations or orders, this contract may be canceled, terminated or suspended in whole or in part and the Contractor may be declared ineligible for further Government contracts or Federally-assisted construction contracts in accordance with procedures authorized in Executive Order No. 11246 of September 24, 1965, as amended, and such other sanctions may be imposed and remedies invoked as provided in or as otherwise provided by law.

(g) The Contractor will include the provisions of paragraphs (1) through (7) of Section 202 of Executive Order 11246 in every subcontract or purchase order unless exempted by rules, regulations or orders of the Secretary of Labor, issued pursuant to Section 204 of Executive Order No. 11246 of September 24, 1965, as amended, so that such provisions will be binding upon each subcontractor or vendor. The Contractor will take such action with respect to any subcontractor or purchase order as the administering agency may direct as a means of enforcing such provisions including sanctions for noncompliance; provided, however, that in the event a Contractor becomes involved in, or threatened with, litigation with a subcontractor or vendor as a result of such direction by the agency, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

FIRST PARTY: UNIVERSITY OF KENTUCKY

By: _____
Dean/Director (If appropriate)

_____
Vice President/Provost

4-30-12
Date

SECOND PARTY: JIM GRAY, MAYOR
Type Name of Firm/Individual

By: _____
Signature

5/7/12
Date

RECOMMENDED FOR APPROVAL:

_____
Purchasing Division

EXAMINED AS TO FORM & LEGALITY:

_____
University Legal Counsel

OFFICIAL APPROVAL:

_____
Vice President of Financial Operations & Treasurer

Community Needs Assessment
&
Social Service Planning

For Los Alamos County

November 24, 2010

Anne Hays Egan, New Ventures Consulting

With Stephen Poe and John Whorton Egan

Los Alamos County Community Needs Assessment
Executive Summary

The Community Services Department of Los Alamos County contracted with New Ventures Consulting to analyze social service needs, services, and gaps; and to make recommendations regarding priorities and future action steps. The consulting team conducted interviews with 53 individuals and 57 additional people in 6 group interviews. They conducted surveys which generated 287 adult responses and 42 responses from youth. They analyzed materials about different types of community planning, such as the 2010 Affordable Housing Plan and the 2010 Economic Vitality Plan; they researched U.S. Census and UNM Bureau for Business and Economic Research data; and they studied other county structures. They also interviewed nonprofit agency and county service providers, and analyzed types of services and people served. They asked nonprofits to share information about their service outcomes. From this data, they developed an analysis of needs, services and gaps; and an outline of best practices. Recommendations were developed. All of these elements were coordinated with a small planning group heavily involved in the work, a Steering Committee tasked with oversight, and a Nonprofit Leadership Team which discussed services and the nonprofit infrastructure.

There was significant agreement from those interviewed and from discussions in meetings about areas of community need, including affordable child care; school lunches; more after school activities for youth, and a place for teens to go; help for basic needs for families with limited incomes; more options for health and behavioral health care; greater needs for at home supports for frail elderly; and increasing numbers of people needing affordable housing. People also discussed the importance of having better, more user-friendly Information and Referral, and having a Human Services Department.

People surveyed had many of the same responses. However, in the written survey for adults, the issue of health care was the primary concern, with access and affordability being the most important issues. Survey respondents identified all of the same issues mentioned in the interviews, plus jobs. However Information and Referral and the social service infrastructure were rated as less important than in the interviews, with health care, children's services, housing, jobs and help for those with limited incomes the key concerns. Survey findings are supported by a recent survey conducted by United Way of Northern New Mexico, and an earlier 2002 community survey. Teen surveys agreed with adult surveys regarding after school programs and activities. A teen center was the first priority for teens, with an extremely high response rate.

In mapping the community services, the consultants found that there are a number of programs that provide quality services in the areas of need mentioned above. However, the service delivery system is small, thin and fragmented, so there are gaps in most of these priority areas. This is to be expected to a certain extent in a small, rural county of 18,343 people. However, because of the county's unique resources and skills, it has the capacity to develop services to meet need and address gaps in a way not possible for most small, rural counties. Services need to be either developed or augmented in the areas listed above. The consultants have made recommendations about areas for development and augmentation, and a number of strategies are identified.

This report will provide a narrative overview that analyzes each of the areas mentioned in this Executive Summary, with a series of recommendations at the end of the narrative section. The narrative has been made short in order to focus on key issues, and create a more readable document. There are approximately 100 pages of Appendices that provide more detail about interviews, group interviews, surveys, agency best practices, service gaps, a service map, detailed recommendations, group lists, contract summaries and other items.

The consultants involved a large number of people in the project to gather information and discuss issues. The final analysis and recommendations come from the consulting firm, and represent our thoughtful response to your questions : "What are our needs, services, and gaps?" "What should be our priorities for future services?"

Anne Hays Egan, New Ventures Consulting 11/19/2010

Needs Assessment Narrative

The goal of the Los Alamos County Community Needs Assessment was to determine community social service needs, services available and gaps. With this information, the consulting firm has made recommendations about ways to change, strengthen and improve the county's administration of social services. This section describes the phases of work, main themes which emerged, and priority recommendations. The project used U.S. Census and UNM Bureau for Business and Economic Research data for comparisons and setting benchmarks. We worked with the timeframe of 2000 to 2010, because the most recent U.S. Census data in many areas is the 2000 data; in some areas, there are data projections for 2008 and 2009. There is further detail in the Appendices for each phase of the work.

The project work began with a meeting between the consultant and key county leaders. The workplan submitted as part of the proposal was reviewed and updated. It was agreed that the project needed to gather information from a wide group of people. And, it deemed helpful to have a Steering Committee to help guide the work, and a group of leadership nonprofits to provide information and counsel.

The project fell into the following phases, as is described in more detail in the "Methodology" section of the Appendices:

1. Preliminary Planning with the Community Services Director and other county leaders. Incorporated a review of the work plan, identification of tasks and timeframe.
2. Development of the Steering Committee and Nonprofit Leadership Team. Included identifying people to serve on each group.
3. Research: Secondary Data Analysis. Included reviewing materials, census data and other data.
4. Interviews. Involved interviewing a broad base of community leaders, a total of 110 people.
5. Surveys. The surveys were mailed to 1428, or 17% of county residents and returned by 287, approximately 20% of that group. Another group of surveys were given to 42 teens.
6. Data Analysis. The main themes in the interviews were analyzed before surveys were mailed, and used to develop survey categories. Returned surveys were entered into a database and analyzed based on gender, age category, income level and other factors.
7. Service Mapping/Gap Analysis. Analyzing areas and levels of service; service gaps.
8. Best Practices and Outcomes. A list of best practices and outcomes is provided for the county and nonprofits to guide them as they work to implement changes and strengthen services.
9. Plan Drafts. The consultant worked with a small in-house team discuss and revise plan drafts. The final draft was shared with the County Administrator.
10. Final Report. The final report reflects the feedback from plan drafts, and a meeting with the County Administrator.

The project focused on involving a large network of people to discuss community needs, services, gaps and priorities for social services. By involving many individuals and groups in the process, we found that the articulation of needs and services was richer; the discussion of gaps more thorough and nuanced; and recommendations for services built through greater consensus.

A. Secondary Data Analysis

The Secondary Data Analysis provides foundational facts about the county and its demographics. Los Alamos County includes the communities of Los Alamos and White Rock, and outlying lands and historic sites. The largest population center, Los Alamos, has approximately two thirds of the 18,343 people and 7,497 households reported in the 2000 census. In the 2000 census, the community reported itself as primarily Caucasian (90.26%) with .37% African American, and 3.78% Asian residents. A total of 12.5% of any one or more races reported Hispanic cultural ancestry. [i]

The median income for a Los Alamos household according to the 2000 Census was $78,993. More recent U.S. Census updates indicate that, in 2008, the median household income increased to $102,602.[ii] The county has the highest median income in the state, and is top ranked for income in the U.S. In 2000, there were 534 people living below the poverty level in the county, or 2.9% of all people. People living below the poverty line ($22,050 for a family of 4) increased from 2.9% in 2000 to 3.1% in the 2009 census projection, for 569 people. Although the county's official poverty statistics are much lower than state or national comparables, when one considers the income levels for 200% of poverty ($44,100) and the high costs of living in Los Alamos, there could be 1500 to 1700 people struggling to meet monthly expenses, out of the total county population of 18,343 people. [iii]

Los Alamos has been working systematically for at least two decades on economic development and diversification. In 2010, the county and economic leaders created the 2010 Los Alamos Economic Vitality Plan which identifies priorities for economic development, to include "sustaining and increasing the quantity and quality of the local economy," "sustaining and creating meaningful employment opportunities," and "retaining an increased percentage of dollars that are currently spent." The report also comments on the lack of land for building, and lack of a qualified service workforce. These economic issues affect the service providers, the consumers being served, and the county as a whole.

The cost of housing has increased since 2000, especially since the Cerro Grande Fire and subsequent reconstruction. According to the U.S. Census, the median value of a single family home in 2000 was $238,000. In 2008, the median home value was listed at $351,337 according to city-data.com.[iv] This increase in home values and related rise in rent rates has made housing less affordable for many working poor and middle income families. The 2002 Community Perception Study found that a large number of residents were concerned about the cost of housing. A total of 57% supported the idea of building additional housing. An equal number supported selling county-owned land to promote economic development. [v] The 2010 Los Alamos Affordable Housing Plan identifies a need for additional housing stock for the county, and suggests strategies for developing 175 new affordable homes. This could alleviate a substantial portion of the current need for affordable housing.

Los Alamos County youth in grades 6-8 are considered to be relatively low risk, when compared to peers in other counties, according to The 2009 Youth Risk & Resiliency Study (YRRS), developed for use by the State of New Mexico. High school youth report more issues on the YRRS. These include increases in suicide ideation, currently reported by 16.5% of teens.[vi] A total of 41.3% of Los Alamos high school students report drinking, which is up from 37.2% in 2007. Most report drinking at home or in another person's home. Two thirds say that it is relatively easy to obtain alcohol. Los Alamos teens report higher than state use of a variety of drugs. A total of 33.6% of teens report having had sexual intercourse, which is an increase over 2007, but below the state average.

The educational credentials of county residents are among the highest in the country, with 36% of all people holding advanced degrees, and 24.5% holding bachelor's degrees, for a total of 60.5% holding degrees. The school system has been very highly rated for many years. Based on test results, Great Schools gives Los Alamos Public Schools a 10 out of 10 rating. U.S. News & World Report rated the Los Alamos High School as one of the best in the U.S., in its 2010 annual special report. [vii]

Demographic and county service statistics paint a picture of a county with a small, vibrant population, active in the community. On average, the population of Los Alamos and White Rock are much better educated and earn much more than their peers in New Mexico and the U.S. in general. This creates a high-achieving, high-earning citizenry, often with high expectations. Residents have been extremely active in building the community, from developing and using Mesa Public Library, creating the White Rock Senior Center, to developing a range of resources for community residents. There are hundreds of voluntary associations, where community members come together to recreate, learn, help others, or enjoy the arts. This is the picture for the vast majority of the population.

Another picture, with a smaller sub-group shows people who are living near the poverty line, unable to find good paying jobs, finding homes unaffordable, and struggling to feed their families on a limited income. These people often work multiple jobs with no benefits and/or are looking to find a job. This past year, there were about 200 people on the Section 8 affordable housing waiting list. The Health Care Assistance Fund (formerly Indigent Fund) helped 178 people. Self Help served 300 people. And LA Cares, the food pantry, serves over 100 families a month, where they used to serve between 60 and 70 families. Life for these residents is much more tenuous, requiring supports to help with food, shelter, utilities and other costs of living.

The Community Health Council has conducted research and produced community health profiles biannually for many years. The most recent 2007 Community Profile Update describes health and behavioral health (mental health and substance abuse) indicators, and shows that, overall, the county's behavioral health risk factors are lower than the region and the state at large.[viii] The Community Health Council has provided planning, some service coordination, and important community health profiles.

A tally of community social services shows that many are funded by the county, from recreation to services for children and youth, to behavioral health care. But there are many services not funded by the county, was well, including some basic needs and children's services. Many services are provided and staffed by the county, such as the library, recreation, arts and culture, and the Health Care Assistance Program (formerly called the Indigent Fund). However, most of the social services, health and behavioral health, and children and youth services are provided by nonprofit agencies. The county provides some level of funding to many of them, but the proportion of the county support in the overall budget varies significantly among agencies. Los Alamos is a community of volunteers and voluntary associations. Guidestar, which provides data on nonprofits, lists 278 Los Alamos agencies and associations. Many of these are small and unstaffed. However, there are a core of nonprofit agencies that provide services to children and youth, other social services, basic needs, services to older adults, behavioral health and health care. These core agencies have paid staff, and most receive funds from the state, from donations and United Way, as well as county support.

Services within the county are somewhat fragmented, as expected in what is designated as a "rural" or "frontier" health service area. Some social services and health specialties are not found in the county, and people must go to other communities. There are no inpatient mental health or substance abuse services. Although there are facilities for child care and early childhood education, they tend to be unaffordable for people on low to moderate incomes. The state has a subsidy program for child care, but it is difficult to complete and qualify; and the payment represents just about one third of the billed rate, which makes it hard for providers to accept.

Youth activities and services have been better integrated, developed and funded in recent years, due in part to the leadership of the Juvenile Justice Advisory Board (JJAB). However, the youth demographics indicate there will be an ongoing need for a range of services and resources to help youth build assets and skills to equip them for the future, including the need for a teen center.

Older adults are a growing part of the county population. The Los Alamos County Health Profile indicates that a large percentage of the county's older adults are retirees from LANL, with reasonably good incomes and medical insurance. [ix] With earlier retirement options and longer lifespans, there are now three older adult categories: (1) young old from age 55 to 69 who may or may not be retired, and who are usually very active; (2) middle old, from 70 to 84, who are usually retired, active, but often facing new health and mobility challenges, and (3) old-old, age 85 and older, who are often frail and in need of support services.[x] There are limited in-home services in the county at the current time. Two local care options are available in care facilities for older adults who can no longer live at home.

The county will want to anticipate needs in specific areas, driven by the demographic profile. These include such things as the aging of the baby boomers; increasing number of families that are poor or near-poor; the growing need for affordable child care; the growing needs of youth for space and services; and the increase in proportion of frail older adults living at home and needing services.

Key secondary data about the county's infrastructure can be found in earlier plans, county budgets, department descriptions and contracts. Information infrastructure review is found in the ICMA Journal of the International City/County Management Association, describing KanDu information and referral (I&R). The program existed for a few years as the KanDu Center, and received praise in this article.[xi]

B. Summary of Project Interviews

Interviews were scheduled with 53 individuals in person and by phone. There were group interviews with 57 people in 6 different groups. Those interviewed included elected local and state officials, educators, health care professionals, professional and volunteer nonprofit leaders, consumers, teens and county department managers. The 6 groups included older adults, consumers and youth. There were a few areas where people agreed about the issue, across demographic and cultural differences. When many kinds of people agree about something, then that issue requires serious study. The following are the most frequent comments by people regarding needs, services and gaps.

Needs. People mentioned concern about needing more accessible and affordable child care during the work day. They expressed concern about youth not having enough to do after school and week-ends, and risk behaviors. Quite a few people mentioned concern about "latch key" children and youth, who are home alone in the afternoon and often into the early evening, as parents work late hours. People

talked about the fact that there are an increasing number of families living in poverty or on limited incomes, who need a number of resources. People said it would be helpful to have a better array of behavioral health resources and social supports. Some expressed concern that there seemed to be an increasing number of older adults living alone and struggling, who would need more supports over time. People also discussed the need to continue to develop resources for families in stress. A number of people mentioned the need for more affordable housing, and for more employment options for consumers. Finally, people mentioned that it was often difficult to find services and resources, and they wondered if information could be made more prominent and more accessible.

Services. People mentioned that the county has a number of day care services for young children, but they are expensive. There was a discussion about the lack of a systematic school lunch program, the need for school lunches, and a better mechanism to ensure that every child has a mid-day meal. They identified a variety of currently utilized services for children and youth, and many mentioned the importance of keeping up the level of after school services, and developing more services particularly targeted at high risk youth, and high risk periods of the day and evening. Many suggested that youth need a teen center, with different activities available. A number talked about the fragmented basic needs service system, and recommended that more be done for families with limited incomes. Many talked about the fact that the county was actually losing some affordable housing slots with building projects, and expressed a concern that more housing slots be available soon. They discussed behavioral health services in different ways, including mentioning that it appeared a significant number of lab staff go elsewhere for services. There was not an agreement about what this means, and whether local providers should attempt to serve more people locally.

Gaps. A few of those interviewed mentioned a concern about the lack of certain hospital resources like a child psychologist. Some hospital staff have mentioned that the hospital is staffed at and above recommended levels. Many people discussed a concern that teens do not currently have a space to gather, and need a space, or a center, where they can gather after school, evenings and week-ends. Currently, there are services, but they are fragmented, and a multi-purpose center could provide better integrated and responsive activities, and serve as an important "hang out" spot and alternative to other, higher risk group activities (i.e. mountains). Interviewees mentioned that there are significant gaps that people on limited incomes face on a regular basis: high cost for housing, limited resources, difficulty finding affordable and accessible child care, limited job opportunities, and difficulty juggling utilities and other bills. More accessible supports are needed by a number of people. Some of those interviewed mentioned seeing a trend with more older adults aging at home, becoming more frail and needing resources in a system that has limited supports for in home services for older adults. A number of people mentioned that it can be difficult to locate resources and services, especially in the area of basic needs for people with limited incomes.

Recommendations. Both individuals and groups recommended that the county consider developing some way to provide vouchers or scholarships for families needing affordable child care, using a sliding fee scale model. Individuals and groups reported that there are excellent services for children and youth, especially after school programs. Some suggested looking at reaching high risk and harder to serve children and youth. A number of people suggested creating more scholarships for camps and after school programs. Many adults and teens talked about creating a multi-purpose teen center that would have a mix of programs aimed at different teen target groups. Teens and adults suggested that teens be part of the center and program planning process. Many people recommended that programs serving those with limited incomes be expanded, and people suggested there be more resources to help people with rent, utilities, jobs, child care costs, and basic needs. A number of people involved with older adults

recommended that in home services be expanded and funded, to help frail elderly stay in their homes safely, for a longer time. Although people interviewed didn't have many recommendations about mental health and substance abuse services, a number wondered if services were sufficient to meet the need, and others wondered if there was enough choice. People recommended that the county ensure the Information and Referral function is stronger, well publicized and accessible, and with better and more comprehensive information about all community resources.

C. Summary of Surveys

A total of 1428 surveys were mailed to a random sample of 17% of the resident households during late August of 2010. The county's household mailing list was used. A total of 287 responses were returned for a 20% response rate. This was lower than anticipated, however the time of year may have influenced response rates. Response rates were particularly low for younger adults, who use internet more than the postal service. The project also surveyed teens, using many of the same core questions, but differing on some questions. A total of 42 teens responded.

1. General Survey Demographics

People of all ages answered the survey, although a higher proportion of answers came from the over-50 year old group. When the survey age demographics are compared to census data, it shows that the younger adults (aged 18-34 and 35-49) were underrepresented, and older adults (aged 50 to 64 and 65 and older) were overrepresented. [xii] With respect to gender, there were more females than males, significantly more so than in the census. The reports on race and ethnicity fit the census profile quite closely, with the exception of teen survey data, which indicated a greater level of diversity than adults surveyed or the census data.

The survey data closely matched the census data on income. The U.S. Census "Quick Facts" showed a median income projection for 2008 income at $102,602, which was very close to the survey findings. In the survey, the greatest number of people earn over $101,000. The second largest category earn between $66,000 and $100,000.

Most households have one to two adults working, with an average of 1.5 fulltime equivalent jobs per household. The largest cohort were full-time workers, followed by retired, part-timers and students.

Although recent housing studies show the increase in the number of single parent households, this survey had 87.2% reporting as dual parent households, and 12.8% reporting as single parent households. Of course, the 12.8% could represent an increase over past years.

A question asking about length of time spent in Los Alamos County gathered data that undergirds the sense that this is a community of long-term residents. A total of 62% of the people reported living in the county for 15 years or more, signifying very long term residency.

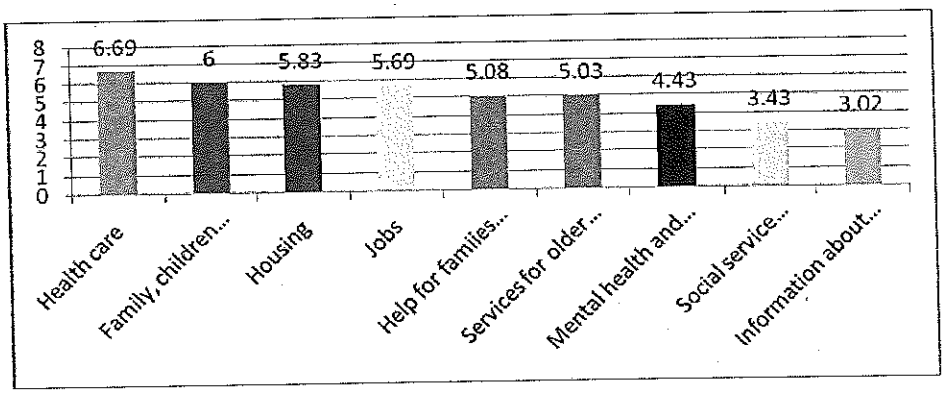
A total of 86% of the adults surveyed own their own homes; 14% are renters. The home ownership rate of survey participants is slightly higher than home ownership census data. Approximately two thirds of the survey respondents live in Los Alamos, and a third in White Rock.

Teens surveyed had some comparable demographics: living a long time in the community; mix of male and female; and a slightly greater diversity than among adults surveyed or the census demographics.

2. Survey Questions

People were asked to rate and rank nine different areas of community services. Then, they were asked to rate subcategories within each of the nine service areas. The nine areas had been identified as a priority by the 110 people interviewed. This survey sought to gather additional information about the relative priority of each area. The following is a table showing the ratings in these nine areas, with highest rated areas on the left. Additional detail is provided in the Appendices.

Figure 1. Community Need Priorities for Adult Survey Respondents (high on left)



The top rated areas and top priorities for survey participants were areas of health care and services for families and children. Affordable housing, jobs, help for families in need and services for older adults fell in the middle category. Mental health and substance abuse was below these other categories. And, developing a social services infrastructure and building information and referral were the categories given the lowest ratings by the random sample of community members.[xiii]

Within the area of health care, the items given greatest weight were affordability, access to specialists, cost of health insurance and indigent care.

Within the area of children and families, priorities were after school activities, recreation and clubs, delinquency prevention, and childcare and early childhood programs. People also gave some weight to the areas of parenting and life skills, mentoring/tutors, and family counseling.

In the area of housing, people were most concerned about the cost of housing, affordable housing options, housing rehabilitation and rental assistance.

People were concerned about employment opportunities, and the potential of the cost of living overshadowing wage gains.

When asked about help for families with limited incomes, there were a number of subcategories that people considered important. These included: school lunch program, energy assistance, rental assistance , Food Stamps and help with food, and access to government programs.

The older adult category received significant responses, especially from the over-50 age group. People wanted to see more resources for in-home care, nursing home options and more outreach to isolated older adults. In fact, it is this category where one sees the greatest age-based data differences. People over 50 felt very strongly that additional services for older adults were needed.

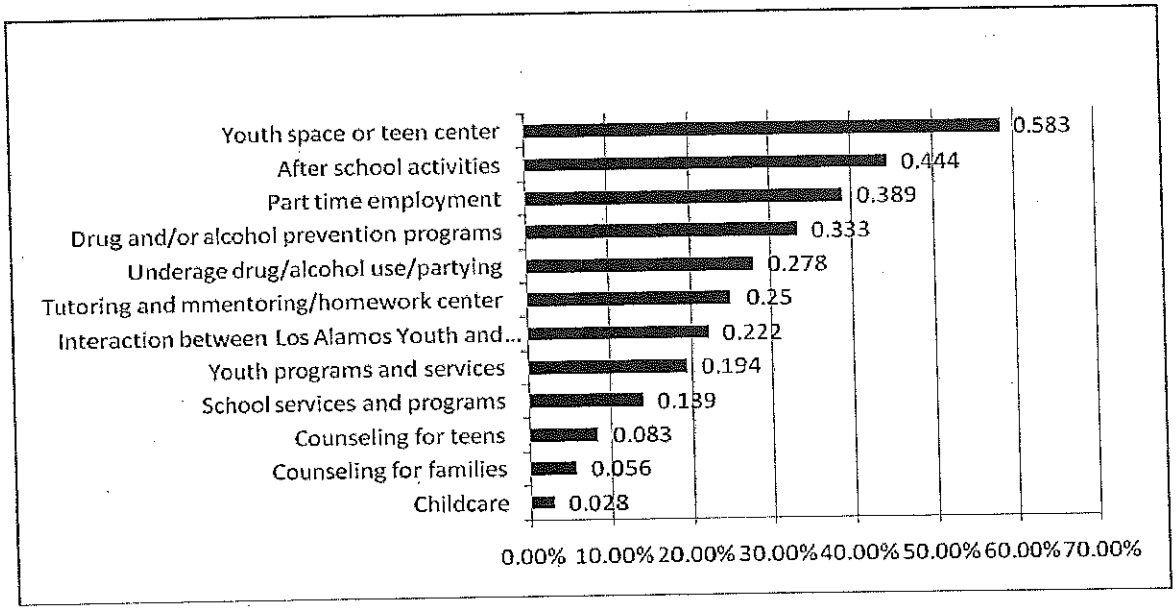
In the area of mental health and substance abuse (behavioral health), people placed high priorities on prevention programs, local availability of services, service accessibility, and treatment services.

When looking at the social service infrastructure, people felt strongly that needed levels of funding be maintained and available, that a range of services be offered, and that there be interagency coordination of services. Information and Referral priorities included an on-line resource directory and an I&R network.

3. Teen Surveys

The teen surveys were completed by young teens (aged 12 to 14) and older teens (aged 15 to 18). They agreed with their adult counterparts in a number of areas, to include the importance of after school programs and services and the need for a teen center. By far, the highest priority for teens across the board is to have a youth space. Their responses about needs and the importance of different issues is outlined below (.583 can be read as 58.3%)

Figure 2. Community Need Priorities for Teen Respondents



D. Services Available

With about 278 nonprofits serving the county, and 253 located in Los Alamos, the county has a larger proportion of nonprofits per household than most counties in New Mexico, including Santa Fe. However, the vast majority of these nonprofits are unstaffed and primarily unfunded voluntary associations. There are a number of important services that are available in the community. [xiv]

Health services are primarily provided by the for-profit hospital and different physician groups. Many counties have nonprofit primary care clinics offering sliding fee scale services, but the population of Los Alamos and the demographics make it difficult to sustain a clinic. There is a Public Health Office, with a nurse, which provides a wide range of prevention services, and some primary care services.

Behavioral health (mental health and substance abuse) are provided by one primary nonprofit, as well as many private practice therapists. People are provided with a mix of services, from crisis response, case management and counseling to groups and intensive outpatient treatment. If one needs inpatient treatment for adults or youth, that is only found outside of the county.

There is a good choice of day care/child care providers. However, there are times when there are waiting lists, especially for those that need part time or part day slots. However, the child care is unaffordable for most people with limited and moderate incomes.

There are some excellent after school programs for children and youth, and a number of camps in the summer. Recently, a skateboard park was developed in front of the library. However, there is still a need to develop programs that reach out to those youth that are not engaged, and to at-risk youth. The development of a coordinating agency, JJAB, has helped to strengthen and support youth programs, and give them greater voice.

Many of the older adult services are offered at the two senior centers. There are a range of services, from meals to trips and activities. The senior center RSVP program has recruited and placed over 500 volunteers who have given thousands of hours to county nonprofit and government agencies.

While there are many different resources for people with limited incomes, the average family looking for help must pull together different elements, much like a patchwork quilt. One of the most important services is the NM Income Support Division, providing rental and utility assistance to people in need. The county Health Care Assistance Program provides funding for medical expenses. The county utility and the Low Income Home Energy Assistance program provide funding to help with utility bills. Self Help provides one time assistance for a range of needs, and provides information and referral. The Food Pantry provides food once a month to anyone in need. Finally, faith communities provide help, and the scope and duration of help varies based on each faith community.

The county provides funding for social services, however the funding contracts are spread across multiple agencies.

Information and referral exists, but is limited and not well known, according to residents.

E. Service Gaps

The primary gap people discussed in the area of health care was lack of adequate specialists, although some hospital staff have indicated that the health specialists are staff at or above recommended levels for a small, rural community.

In behavioral health, the primary gap for years has been the lack of inpatient resources for mental health and substance abuse issues. With the closing of some nonprofits recently, there are no inpatient resources for youth or adults. There seem to be sufficient resources for counseling and therapy, however it is difficult to gauge how well resources meet needs, especially with a significant number of lab employees going off of the hill for more anonymous and often private pay services. A number of people have indicated concerns with high risk youth, alcohol, drugs and suicidal ideation; TeamBuilders will be in a number of schools by 2011, providing some onsite services.

The primary service gaps related to child care are affordability, which needs to be addressed with scholarships or vouchers; and accessibility, which must be addressed in collaborative planning.

More after school programs are needed for children and youth. Some families indicate they can't send children to camp because of a limited income, and they won't send just one child if only one scholarship per family is available. Teens and adults both consistently report the need for a place where youth can go; the impact of the lack of this space on teens and families; and the importance of having a space for a mix of programs and activities.

Older adults who are relatively mobile can experience the many benefits of older adult programming in the senior centers. However, there is not much available for home bound and frail elderly, although there are some transportation options for those that want to go to centers, there are some in-home services from the senior centers, and there is one nonprofit that provides visiting nurse services. More in-home services will be needed, and with the aging demographics, it will be important to address this gap quickly.

The current configuration of the county's social services places contracts throughout multiple departments without proactive coordination. Thus, a per-hour charge for one contract is $85 an hour, and $65 an hour for another with the same agency. The service delivery network needs some leadership and coordination from the county, focused on a broad community-wide vision and mission. The county has not been able to leverage other state and federal funds, and could do so with a more integrated framework.

Information and Referral is available through a staffed operation. People indicate that it doesn't have enough information about community resources, and it is not well known in certain circles. It would be important to address this gap, especially since a good portion of what is needed is already in place.

F. Recommendations

There are a number of important recommendations that the consultant is making, based on the interviews, survey analysis and many group discussion. This provides a summary of the recommendations by category. The county should be the funder of last resort. And, when the county is providing funding, whenever possible, the county's support should be used to leverage other giving, especially donor and campaign funding. The full recommendations can be found in the Appendices.

Social Services, or Health and Human Services. We recommend that the county seriously consider creating a Health and Human Services Department responsible for all contracts related to community services (currently spread among many departments). The department would be responsible for coordinating local grantseeking efforts for larger state and federal grants. The department would set benchmark or best practice standards, would set RFPs and fund to those standards, and would provide technical assistance to help nonprofits build capacity. Similar departments can be found in Doña Ana and Rio Arriba Counties. They have each developed stronger service coordination and leveraged a much larger base of funds to flow to the county.

Health Care. We recommend that the current convening bodies (Health Council and Health Care Round Table) continue to track community needs and perceptions, and address any areas that require either more information to the public, or changes in certain health care activities.

Children and Families. We recommend that the county continue to provide support to programs serving children and youth, and expand support to agencies that might currently be unfunded or underfunded. We recommend that some type of voucher system be developed to enable families with limited incomes to afford child care during the work day. We recommend that the county support the development of a teen center, working with community leaders to leverage county funding with capital campaign and donor gifts. And, we encourage the continued development of a youth network, led by JJAB, to provide increasingly coordinated services that can demonstrate outcomes and impact.

Older Adults. We recommend that the services for older adults be expanded to include a greater variety and number of in-home services, to help older adults with activities of daily living (ADLs).

Housing. We recommend that the county develop a Housing Authority, so that the current Housing Department can handle Section 8 and other projects locally, expediting services and maximizing resources. We recommend that the network of people involved with the social services be aware of and coordinate with the Department of Housing on the implementation of the 2010 Housing Plan.

Jobs. We recommend that social service and economic development planning groups coordinate efforts, as some of the employment issues relate to recommendations for families with limited incomes, older adult services and child care services. And, we recommend that the 2010 Economic Vitality Plan guide the work of these different groups.

In the area of Resources for Families with Limited Incomes, we recommend that the county outline the framework of resources available to families, and distribute this information. We recommend that the schools publicize the work they are doing to provide lunches, and coordinate drives where community members could contribute foodstuffs or funds to a special school lunch fund. We recommend county and nonprofit providers serving basic needs coordinate services. We recommend that the county provide for an Emergency Fund for people that have emergency situations. We recommend that the county Economic Development Division work with behavioral health consumers to help them start up and run a casual labor work site (similar to the site in Santa Fe). And we recommend that there be a Consumer's Council responsible for gathering and sharing feedback about needs, services, gaps and priorities for the future.

Information and Referral is currently handled through 311, and a strong framework has been built. The consultant recommends that the county expand the current 311 focus to include I&R for other community and nonprofit resources. This might require some additional funding, having at least one to two staff working fulltime on I&R.

Social Services Committee Referrals

9.12.12

Item	Referred By	Date Referred	Status
Community Development Block Grant and its Consolidated Plan	Myers	5.25.12	
Vice Mayor appoints a task force to look at the need for a new senior citizen's center	Finance and Social Services Link Committee	8.16.11	Appears to be complete until site is chosen
Consider the Section 108 loan program and have further follow-up at this Committee about that opportunity	Ford	11.29.11	Completed