

# Community Services and Revitalization 6 Year Strategic Plan



**FY13-FY19**

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

Dear Staff:

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

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

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

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

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

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

Virginia Peck  
Director, Community Services and Revitalization

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## Overview of Sections

### **Vision for Louisville**

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

### **Mission**

Why the department exists within Metro and for the community.

### **Core Services/Programs**

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

### **Objectives**

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

### **Goals**

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

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

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

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

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

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

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

### Purpose and Vision of Louisville Metro Government

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

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

### Louisville Metro Government Objectives

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

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

**Community Services and Revitalization Vision**

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

**Department Mission Statement**

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

**Core Services/Programs:**

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

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

**Department Objectives**

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



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

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

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

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

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

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

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

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

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

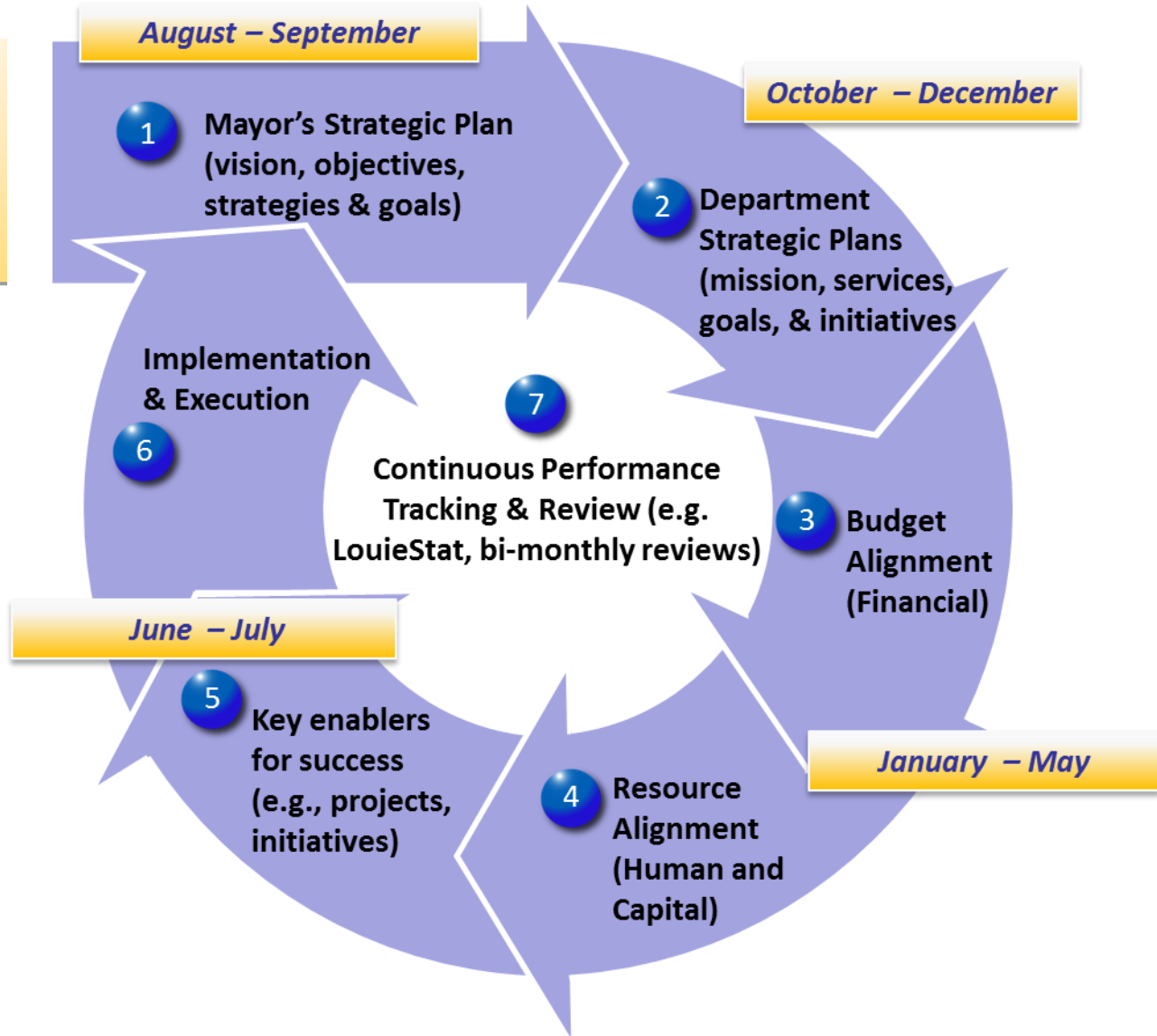
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<b>8</b>	Expand the number and improve access to quality Out of School Time (OST) opportunities for youth in our community.	1,5	1,4,5	Research shows that youth who participate in quality, structured out of school time programs are more likely to graduate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

### Louisville Metro Government (LMG) Planning Cycle

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



**Louisville Metro Government Planning Calendar**

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