



**COMMUNITY SERVICES BLOCK GRANT (CSBG) PROGRAM
 2018-2020 APPLICATION AND PLAN**

Due October 2, 2017 at 5:00pm

**Applications and all attachments must be submitted electronically in one PDF or ZIP file to
leslie.krupa@state.co.us.**

A. GENERAL AND SUMMARY INFORMATION

1. Name/Title of Proposed Project:	Arapahoe County Homemaker and Emergency Assistance Programs
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2. Applicant:	Arapahoe County Community Resources
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(In the case of a multi-county service area, please provide the name of the "lead" county or organization).

Federal Tax ID#: 84-6000740 DUNS # 073410680

In the case of a multi-county service area, provide the names of all directly participating counties:

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3. Chief Elected Official (In the case of a multi-county application, Chief Elected Official of the "lead" county, Private Nonprofit organizations, please list Board President.). This person will be listed as Signature Authority in the contract.
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Name:	<u>Don Klemme</u>	Title:	<u>Community Resources Department Director</u>
Mailing Address:	<u>1690 W. Littleton Blvd., Suite 300</u>	Phone:	<u>303-738-8041</u>
City/Zip:	<u>Littleton, CO 80120</u>	Alt Phone:	<u>303-738-8040</u>
E-Mail Address:	<u>dklemme@arapahoegov.com</u>		

4. Designated Contact Person This person will be listed as Responsible Administrator in the Contract and will receive all mailings for the application.
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Name:	<u>Linda Haley</u>	Title:	<u>Senior Resources Division Manager</u>
Mailing Address:	<u>1690 W. Littleton Blvd, Suite 300</u>	Phone:	<u>303-738-8089</u>
City/Zip:	<u>Littleton, CO 80120</u>	Alt Phone:	<u>303-738-8040</u>
E-Mail Address:	<u>lhaley@arapahoegov.com</u>		

5a. House District: _____	5b. Senate District: _____
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6. Amount of CSBG Projected FFY18 Allocation	\$
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7. Mission Statement: Arapahoe County's Mission is: "Enhancing your quality of life through the exceptional delivery of services and efficient use of public funds." The Community Resources Department's Mission is: "Community Resources Supports a thriving, safe community through a diverse collection of safety net services and resources that offer opportunities for enrichment and economic wellbeing to citizens and businesses."

8. Project Description (Provide three-five sentences summarizing your CSBG program. This will be the summary statement for your Exhibit B - Scope of Work in the contract): Arapahoe County will provide Homemaker Services to income eligible senior and disabled households including tasks such as laundry, cleaning bathrooms and kitchens, vacuuming and sweeping floors, trash removal, grocery shopping, and prescription pick up. Emergency housing (rent, mortgage, security deposit, mobile home lot rent) and utility assistance will be provided to income eligible households to prevent evictions or secure housing following an eviction for households living in urban Arapahoe County. Emergency housing (rent, mortgage, mobile home lot rent, security deposit), heating

fuel, and utility assistance will be provided through our Eastern Plains Emergency Services Program.

9. Date of local public hearing (required prior to submission of application) _9/19/17_____

Attach publication of hearing notice and hearing minutes to application.

B. CHECKLIST OF REQUIRED ITEMS

This checklist includes requirements for completing the Community Services Block Grant (CSBG) Application and Plan. Eligible entity should mark all items included in the submission.

Submitted	Document Section	Comments (State use only)
<input type="checkbox"/>	A. General and Summary Information Page	
<input type="checkbox"/>	B. Completed Checklist of Required Items	
<input type="checkbox"/>	C. Tripartite Board Membership Roster	
<input type="checkbox"/>	D. Budget Summary	
<input type="checkbox"/>	E. Project Eligibility	
<input type="checkbox"/>	F. Project Information	
<input type="checkbox"/>	G. Community Needs Assessment <ul style="list-style-type: none"> • Includes analysis of information collected directly from low-income individuals (1.2) • Includes analysis of information from community partners in assessing needs and resources (2.2) • Includes data specific to poverty and its prevalence related to (at a minimum) gender, age and race/ethnicity for service area (3.2) • Includes both qualitative and quantitative data (3.3) • Includes key finding on the causes and conditions of poverty in service area (3.4) • Reviewed and accepted by tri-partite board as documented in board minutes (3.5) 	
<input type="checkbox"/>	H. Community Action Plan <ul style="list-style-type: none"> • Identify the strategies and services that will be provided to address the need, problem or situation. • Description of the expected outcome for the client or community. • Projected number of clients and percentage of success expected. • Description of the measurement tool and process that will be used to determine success. • Description of how coordination will occur with other programs • Description of how CSBG funds will be leveraged with other resources • Description of any innovative initiatives being undertaken • Outcome-based, anti-poverty focused and ties directly to community needs assessment (4.2) • Demonstrates full use of the ROMA cycle and use of a ROMA certified trainer (4.3) • Accepted by tri-partite board as documented in board minutes 	
<input type="checkbox"/>	I. Strategic Plan <ul style="list-style-type: none"> • Accepted by tri-partite board as documented in board minutes (6.1) • Addresses reduction of poverty, revitalization of low income communities, and/or empowerment of people with low incomes to become more self-sufficient (6.2) • Contains family, agency and/or community goals (6.3) • Customer satisfaction data and customer input is included in process (6.4) 	

Submitted	Attachments	Comments
<input type="checkbox"/>	1. W-9 (Address on W-9 is where payments will be sent.)	
<input type="checkbox"/>	2. Publication Notice of Public Hearing	
<input type="checkbox"/>	3. Public Hearing Minutes	

<input type="checkbox"/>	4. Detailed Budget and Narrative (Use form provided.)	
<input type="checkbox"/>	5. Board Minutes approving Community Needs Assessment	
<input type="checkbox"/>	6. Board Minutes approving Community Action Plan	
<input type="checkbox"/>	7. Board Minutes approving Strategic Plan	
<input type="checkbox"/>	8. Organizational Standards Annual Assessment	Submit online by 10/2/17.

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C. TRIPARTITE BOARD MEMBERSHIP ROSTER

Eligible Entity Type: Public Agency Private CAA Multi-County Service Agency

Total Seats per Agency Bylaws: 9 Total Current Vacant Seats: 0

3
Total Number of Seats Reserved for Each Sector: 3 Low Income 3 Elected Officials 3 Private Organizations

LOW INCOME

Name (If vacant, please list as Vacant Seat.)	County Represented	Community/Group Represented	Date Seated	Current Term Expiration	Vacancy Date (If applicable)
Pat Vigil	Arapahoe	Low income/subsidized housing tenant	Before 2010	December 2017	
Priscilla Henson	Arapahoe	Low income former services user	Before 2010	December 2017	
Carol LoCicero	Arapahoe	Low income/sub housing tenant	October 2016	December 2017	

PUBLIC ELECTED OFFICIALS

Name (If vacant, please list as Vacant Seat.)	County Represented	Elected/Public Office Represented	Date Seated	Current Term Expiration	Vacancy Date (If applicable)
Bill Holen	Arapahoe	Arapahoe County Commissioner	February 2015	December 2017	
Bill Hopping	Arapahoe	Littleton City Councilman	January 2016	December 2017	
Melinda Townsend	Arapahoe	City of Aurora	January 2015	December 2017	

PRIVATE ORGANIZATIONS

Name (If vacant, please list as Vacant Seat.)	County Represented	Organization/Business Represented	Date Seated	Current Term Expiration	Vacancy Date (If applicable)
Sandra Blythe Perry	Arapahoe	Integrated Family Community Services	Approx. 2001	December 2017	
Linda Rinelli	Arapahoe	Community Volunteer	2010	December	

				2017	
Jo Hamit	Arapahoe	South Metro Housing Options	January 2015	December 2017	

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D. BUDGET SUMMARY

1. Please fill out the budget summary table, based on the CSBG projected FFY18 amount.

Revenue	
Provide the projected annual allocation given to you by the State CSBG Office.	
CSBG Program	FFY18 Projected Budget Amount
TOTAL	\$ 528,517

Expenses	
List budget category subtotals from your detailed budget and narrative. Total must match projected allocation.	
Expenditures by Category	FFY18 Projected Budget Amount
Direct Costs	\$503,517
Sub-recipients (grants and contracts)	\$ 25,000
Indirect Costs (If applicable)	\$
TOTAL	\$528,517
Please attach a detailed budget with narrative on the budget table provided with application materials (Excel spreadsheet format).	

- 2. I certify that CSBG funds will **not** be used for construction related expenses.
- 3. I certify that CSBG funds will **not** be used for any type of political activity.
- 4. I certify that CSBG funds will be used in accordance with Uniform Guidance.

E. PROJECT ELIGIBILITY

The purpose of the CSBG program is to alleviate the causes and conditions of poverty in communities. Please select the Federal Objective(s) and National Goal(s) addressed in this application and plan.

1. **Federal Objectives, as listed in IM152.** (Select one or more objectives to be addressed in the Community Action Plan submitted.)

- Employment
- Education and Cognitive Development
- Income, Infrastructure, and Asset Building
- x Housing
 - xHealth and Social/Behavioral Development (includes Nutrition)
 - Civic Engagement and Community Involvement
 - Services Supporting Multiple Domains
- x Linkages (e.g. partnerships that support multiple domains)
 - Agency Capacity Building
 - Other (e.g. emergency management/disaster relief)

2. **National Goals, as listed in IM152.** (Select one or more national goals to be addressed in the Community Action Plan submitted.)

Grantee will be expected to report on the results of all CSBG-funded programs in relation to these goals in the CSBG IS Final Reports.

- x Goal 1: Individuals and Families with low incomes are stable and achieve economic security.
 - Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.
 - Goal 3: People with low-incomes are engaged and active in building opportunities in communities.

F. PROJECT INFORMATION - If applying for Linkages **only**, indicate "not applicable" for questions 1-4 in this section and proceed to question 5.

1. Applicant must be able to demonstrate that customers of CSBG programs or services will be low-income individuals and/or families living at 125% Federal Poverty Level or below. Describe how customer eligibility based on Federal Poverty Level is determined, evaluated and tracked for the purpose of CSBG program activities.

We have an eligibility determination policy that requires an income form be completed with proof of income provided, an affidavit of legal residency, and demographic data as needed by CSBG. We utilize a database to track clients. All client information is contained in the database and reports are generated from this database. For clients of the Homemaker Program who may remain ongoing clients year to year, income eligibility is updated annually, beginning in February when the new Federal Poverty Levels are generally released. We also maintain paper files for all clients.

2. If the proposed project requires customers to complete an application or there is a selection process (e.g., emergency assistance, human services program, etc.), describe what procedures will be used to ensure that customers receiving assistance will be selected through an open and equitable process and that greatest community needs are addressed.

Homemaker Program –Eligibility is determined by the Eligibility Determination Policy. Because this program primarily serves seniors, turnover is sufficient to ensure that we can generally open new clients as they apply for assistance.

Housing Assistance – Housing Assistance follows an Eligibility Determination Policy. Given the Denver metro housing market, funds are not always available to meet all of the needs in any given month. Eligible applicants are served on a first come/first served basis until funds for the month are depleted. We do apportion funds out over a 12 month period to ensure that we can meet eviction prevention needs each month. We generally hold back some funds to allow for emergency situations that may have significant health impacts such as a disabled senior losing their housing situation.

Eastern Plains Emergency Assistance – We subcontract this program to Integrated Family Community Service and they follow CSBG guidelines for their application and eligibility process.

3. Please describe the notification process and grievance procedures for customers who are declined assistance.

Both Homemaker and Emergency Housing Assistance clients are given a "Rights and Responsibilities" handout, which they sign, and which notes the grievance procedure among other information that they need to be aware of.

Generally the only reason a potential Homemaker client is denied services is due to being over income. Every effort is made to avoid putting clients through a lengthy application process which could delay accessing other services if it is apparent during our initial conversation that they are over income. In those instances, referrals are made to other organizations that have different eligibility guidelines and which may be accessible to clients. The majority of these conversations happen via the phone and if any level of unhappiness with the outcome is detected, they are given the opportunity to speak with the Program Manager which, if necessary would initiate the grievance process.

4. If sub-recipients determine customer eligibility, please describe monitoring procedures the eligible entity uses to ensure the federal poverty level income requirement, selection process and notification/grievance procedures as listed in Question 1-3 are met. If no sub-recipients are used in this program, please indicate "not applicable."

As part of the "draw" that our sub-grantee submits to receive payment for services they have provided, they submit basic information from the application so that we can do a "desk audit" prior to authorizing payment. An annual monitoring of the sub-grantee is completed during the grant year using both our program and fiscal staff to review files and fiscal procedures.

5. If applying for Linkages, please describe how services provided will involve community partners, coordinate services and provide and evaluate community outcomes that address poverty. Please note that "information and referral" type services are not eligible as linkages. Rather, a coordinated and community-driven strategy to improve service delivery at the community level must be described and implemented.

Through our Senior Resources Division we are involved on many levels in the community with the various organizations who also provide senior services. Our Homemaker Program is considered an entry level program into the senior services world, targeting those people who are no longer able to be completely independent in their ADL's and IADL's but do not yet meet the level of care requirements for Medicaid funded Home and Community Based Services. As part of the various funding streams that we have serving seniors we work closely with a number of agencies and organizations within the community. We are funded through the Denver Regional Council of Governments Area Agency on Aging and as such are active participants in the Aging and Disability Resource Center Advisory Committee and also attend regular meetings with all organizations funded through the AAA. We also participate in the User Group through the AAA which brings together all funded partners.

Through the Arapahoe County Council on Aging we are able to bring together a network of individuals and organizations that share information and develop new relationships through networking. We have also worked with identified gaps such as organizing a food drive for a rural food bank and providing Christmas gifts to low income seniors who are involved with Adult Protective Services and have no family.

As we work with all of the various organizations that provide services to seniors we are able to use our knowledge and resources to ensure that each senior is referred to the appropriate programs to help them remain independent in their own homes for as long as possible. Some of those programs include the 4 meals on wheels programs that operate within Arapahoe County, all of which receive some funding from various funding streams through the County, transportation programs, and a number of services that we fund through CDBG funds.

We are active members of the HANDS network (Helping Arapahoe Neighbors Discover Supports), an organization that brings together non-profits, government and faith based organizations to develop solutions to needs and gaps in service that are identified. These are often on the family level.

Because both the Senior Resources Division and the Housing and Community Development Division are managed by the same Division Manager we have been able to bring some synergies between services and funding. For example, we utilize some Community Development Block Grant funds to pay for a Housing Specialist who works with people being displaced or who are already homeless and we bring some CSBG funds into the mix to provide some emergency rent and security deposit assistance to help those households who income qualify. We utilize CDBG funds, through a sub-grantee to assist those households who may not

qualify for CSBG but still have a need. The combination of these funding efforts is able to make an impact of some of our families experiencing housing crisis’.

Additionally, we have staff who participate in the review and recommendation for funding for CSBG, CDBG, and the Arapahoe County’s Aid to Agencies funding which allows us to ensure there is no duplication of services in the funding streams and also to build relationships across funding sources. One of our recent endeavors with HOME funds has been to not just secure HOME units in projects that we fund, but to ensure that those HOME units are made available to families who are participating in the Tenant Based Rental Assistance Programs that we provide funding for. This provides these families with access to affordable housing and the continued wrap around services for two years to help them achieve success.

We also currently sit on the Leadership Committee for GOALS, a two generation project that is being developed with Human Services and several non-profits and may use both CDBG and CSBG funds once the project is off the ground.

G. COMMUNITY NEEDS ASSESSMENT

1. Describe the **community needs assessment methods and process** used to determine the needs to be addressed in this Community Action Plan. If serving multiple counties, describe how the community needs assessment process gathered information from all participating counties. Be sure to include how **low-income individuals** as well as **other community organizations** contributed to this community needs assessment.

Arapahoe County completed a Request for Proposals process to secure Joining Vision and Action as a consultant to complete our Community Needs Assessment. This needs assessment included focus groups targeting low income community members held in both English and Spanish throughout the County (including the rural eastern plains), resident surveys in English and Spanish held in locations that target low income community members such as Human Services waiting area, housing authorities and organizations providing services to low income people, organizational surveys, key informant interviews, and data and document reviews to prepare a final Community Needs Assessment Report. A list of community organizations ranging from homeless liaisons in schools to mental health providers, food banks, homeless service coordinators, and faith based groups was provided to JVA to work with.

The information gathering process took place from May through July 2017 with the draft being presented to the CSBG Tri Partite Board on July 26, 2017. The final needs assessment was presented to the Board of County Commissioners on August 15, 2017 followed by a study session with the Board of County Commissioners on 8/21/17 to present the Community Action Plan. Following the Public Notice Period final approval of the Action Plan was made by the Tri Partite Board on September 13, 2017 and the Public Hearing with the BOCC was held on 9/19/17.

A public comment period was held from Monday August 14 to Tuesday, September 12, 2017. The legal notice was posted in The Villager as per County Policy.

2. Describe community **demographic data** specific to poverty and its prevalence related to (at a minimum) gender, age and race/ethnicity for the service area in this community needs assessment. Identify the source

used to determine this information.

Several sources were used by our consultants, JVA to examine demographic data related to poverty and its prevalence including the United States Census Bureau, Arapahoe County Colorado Demographics; Colorado Children's Campaign and the American Fact Finder among others. The complete list is in the Needs Assessment Report. In addition resident surveys and focus groups were held throughout the County as were key informant interviews.

Some facts determined through the data collected included:

- 66.40% of survey respondents were female, 32.90% were male and 0.70% identified as transgendered.
- Resident survey participants included those who identified with the following groups; Immigrant, 9.7%; Refugee, 0.6%; LGBTQ Community, 4.9%; Veteran, 5.8%; Individuals with disability, 18.8%.
- Poverty rates have declined in Arapahoe County, specifically for female headed households (2005 = 21.4% and 2015 = 18.8%)
- Poverty rates declined for households over the age of 65 (2005 = 7.5% and 2015 = 3.2%)
- Arapahoe County's school dropout rate has declined from 11% in 2005 to 7% in 2015. The poverty rate of those who do not complete high school is 26% compared to high school graduates at 11.1% and those with a bachelors degree or higher of 4.6%.
- Arapahoe County has approximately 82,000 households that are considered cost burdened by housing.
- Approximately 78,400 individuals in Arapahoe County are considered food insecure. 42.9% of Arapahoe County's children qualify for free or reduced lunches.
- Older adults are the fastest growing population in Arapahoe County, increasing 60% in the 10 years between 2005 and 2015. Creating and maintaining services that allow seniors to age in place was noted by several key informants as a need.
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3. Describe how both **qualitative and quantitative data** were incorporated into the design and execution of the community needs assessment., Include the community resources available and those that are lacking, as identified in the community needs assessment. Identify any internal and external sources of data that were used in the process. Identify any barriers to data collection that were encountered in the process.

Quantitative data collection included reviewing demographic data available from sources such as the U.S. Census and American Community Survey. Data examined includes income, insurance, housing, employment, ethnicity, age and education. Existing reports containing data relevant to services used by low income residents (such as Medicaid and nutrition) were used. In addition a survey was developed for use with low income residents and was conducted at multiple locations throughout the county such as Human Services wait areas and public housing sites. An organizational survey was developed and conducted with organizations that provide services to low income residents in Arapahoe County.

Qualitative research included resident focus groups and key informant interviews.

Through the data analysis process both quantitative and qualitative techniques were applied. Specific quantitative techniques included descriptive, univariate, and multivariate analyses and interpretation, factor analysis and scale reliability. Qualitative analysis techniques included thematic pattern matching, content analysis, and grounded theory analysis.

4. Based on the results of the community needs assessment, what are the key **causes and conditions** of poverty in the service area? What are the needs or conditions (economic or otherwise) contributing to poverty in the community that this application and plan will address?

Cited as the top key cause and condition of poverty in Arapahoe County is the lack of access to stable and affordable housing. This has an impact on everyone from young children who are unable to be stable in their schools to adults who are unable to secure housing within reasonable access to jobs to seniors on fixed incomes who can no longer make ends meet. As people are forced to live further and further away from jobs transportation plays a larger role in being successful in employment. While some areas of Arapahoe County have access to RTD services, many areas do not. For those people who are dependent on cars, a simple car repair can escalate to a resulting job loss due to work time missed. Overall the unemployment rate in Arapahoe County is very low, approximately 2.3%. It should be noted that when the unemployment rate is that low, the people who remain unemployed tend to have significant barriers and require more assistance to be successful.

Access to emergency services was seen as a key contributor to the poverty cycle in Arapahoe County by community residents while service providers indicated it was one of the lowest unmet needs in the county. There is a wide network of organizations, food banks, etc. that provide service but many organizations run out of funds for assistance such as rent early in the month.

Financial literacy/income management was seen as a moderate gap in the County. There is a direct link between financial literacy and poverty.

Linkages was seen as a moderate gap in the community with knowledge of available services being rated as the most frequent barrier to accessing community services.

Except among rural residents, nutrition was rated as one of the lower needs in the county with access to a number of nutrition programs ranging from those Meals on Wheels programs that serve seniors, to SNAP, to a vast network of food banks operated throughout the county generally meeting the needs of the non-rural population.

Lack of affordable childcare was cited as directly impacting lower income residents' ability to find and maintain employment, particularly if available jobs were outside of normal working hours such as second or third shift.

Our community needs assessment also noted that older adults are the fastest growing population in Arapahoe County and that funding for senior services is fairly limited. We know that whenever possible seniors prefer to age in place. Key informants in the survey noted that as payment sources such as Medicare and Medicaid are impacted by federal funding decisions, many seniors will have no choice but to age in place so creating and maintaining services to help them do so will be necessary.

H. COMMUNITY ACTION PLAN (3 YEARS)

1. What specific **strategies and services** will be employed through the community action plan to address the needs identified in the community needs assessment? [Click here for examples from the new annual report.](#)

Health and Social/Behavioral Development – We will provide a Homemaker Program targeting low income senior and disabled individuals at the entry level of needing services. Through this program we specifically target people who do not qualify for Medicaid funded Home and Community Based Services but who are unable to carry out their Independent Activities of Daily Living. Services provided include vacuuming, cleaning kitchen and bathroom areas, trash removal, dusting, laundry, grocery shopping and RX pickup. Services provided to individuals vary depending on their needs and abilities.

Housing Services- We will provide emergency rent, mortgage, mobile home lot rent, or security deposits to income

eligible households with emergency housing needs caused by a pending eviction or to secure new housing for households who have lost their housing situation. Utility assistance may also be provided to prevent the loss of or to secure electricity, gas, heat, or water.

Housing Services – Eastern Plains- We will subcontract with Integrated Family Community Services to provide emergency rent, mortgage payments, mobile home lot rent, or security deposits to income eligible households with emergency housing needs caused by a pending eviction or to secure new housing for households who have lost their housing situation. Utility assistance may also be provided to prevent the loss of or to secure electricity, gas, propane, heat or water. IFCS will be allowed to utilize up to 10% of the grant for administrative costs including case management, supervision, and the fiscal activities for processing payments and reporting.

Housing Stability- We will provide approximately 15 income eligible households facing a housing crisis with rental assistance consisting of 100% of rent the first month, 50% of rent the second month, and 25% of rent the third month in attempt to help stabilize their living situation.

2. Describe the **expected outcomes** for the customers or community that will be achieved. Include the projected number of unduplicated customers to be served and the projected success rate. Indicate whether each outcome is a **family, agency or community** level outcome.

Family Outcome- Health and Social/Behavioral Development

Homemaker Program- through the Homemaker Program we will serve 375 senior and disabled individuals with regular, routine housekeeping services that will support their ability to maintain an independent living situation. 75% of these will remain independent in their own homes throughout the grant year.

Family Outcome – Housing Services

Emergency Housing Program – Through our Emergency Housing Program 50 households will receive financial assistance with rent, mortgage, security deposit, and mobile home lot rent to prevent eviction or secure safe and affordable housing. 40 of these households will remain stable in their housing for 90 days. 25 will remain stable in their housing for 180 days.

Family Outcome – Eastern Plains Housing Services

12 families will receive assistance with rent, mobile home lot rent, mortgage, utilities, or heat to stabilize their living situation in the rural eastern plains area. 10 of these families will remain stable in their living situation at 90 days and 8 will remain stable for 180 days.

Family Outcome – Housing Stability

15 families will receive assistance with rent equaling 100% of rent for the first month, 50% for the second month and 25% for the third month to maintain or acquire stable housing. 15 families will remain stable at the 90 day point and 12 will remain stable at 180 days.

How will success be measured? Include the outcome indicators, the data collection and/or measurement tool, the person responsible for evaluation and the frequency of data collection and evaluation. Include both the quantitative and qualitative evaluation techniques.

3. How will success be measured? Include the **outcome indicators, the data collection and/or measurement tool, the person(s) responsible for evaluation and the frequency of data collection and evaluation.** Include both quantitative and qualitative evaluation techniques. [Click here for examples from the new annual report.](#)

Homemaker Program – All client related data is captured in our database and reports are generated from this database. The Senior Resources Division Manager has the primary responsibility for generating reports, evaluating data, and submitting reports internally and externally. In addition, a satisfaction survey is completed annually by clients participating in this program which provides opportunity for qualitative measurement of their satisfaction with services and any suggestions they may have.

Emergency Housing Program - All client related data is captured in our database and reports are generated from this database. Success will also be measured by checking in with clients at 90 and 180 days after services. These results are tracked by the Housing Specialist. The Senior Resources Division Manager has primary responsibility for generating reports, evaluating data and submitting reports both internally and externally.

Eastern Plains Emergency Housing – Data is captured by the sub-grantee through their record keeping process and reported to the Senior Resources Division Manger quarterly.

Housing Stability Program - All client related data is captured in our database and reports are generated from this database. Success will also be measured by checking in with clients at 90 and 180 days after services. These results are tracked by the Housing Specialist. The Senior Resources Division Manager has primary responsibility for generating reports, evaluating data and submitting reports both internally and externally.

4. What **other community entities, organizations, or stakeholders** recognize the value of this program as partners in this plan? Please describe how your partners are contributing to this project and how services will be coordinated. Describe how duplication of services will be avoided.

Homemaker Program

The three Housing Authorities serving Arapahoe County are very supportive of the services we provide. Because their residents are subject to meeting HUD housing inspections our services prevent many of their residents from evictions. The service coordinators at the various housing authorities make referrals to us. Two of our Tri Partite Board members are from housing authorities and work very closely with us. We are the only Homemaker Program providing service to the entire county. There are two Denver based programs with different income guidelines who serve a few Arapahoe County clients. We generally refer clients who do not qualify for our services due to income, to those programs. We are able to avoid duplication with Medicaid funded HCBS services by having a link to the Human Services Database which allows us to check clients to ensure that they are not receiving those services.

Various hospitals, physicians groups, and other health care organizations are increasingly recognizing the value of Homemaker Services. As Medicare has tightened up rules regarding paying for readmission to hospitals under certain circumstances, these groups are finding a benefit in having a variety of services available to their low income clients.

Housing Program/Housing Stability Program

Our emergency rent, security deposit assistance is supported by the Housing Authorities, organizations such as Aurora@Home, Family Promise, and by several property management groups who are trying to maintain their tenants in their apartments and prevent evictions. Because this is a new program that has only been in existence six months we are still building relationships. Services are coordinated through the various committees that we all participate in and through the communication channels we have in place. We are able to avoid duplication of services by communicating with other organizations that provide rental assistance.

Housing Program – Eastern Plains

This program is strongly supported by the Strasburg CARES Food Bank and we receive the majority of our referrals from them for families that they are assisting. The Byers and Deer Trail Libraries have been willing to hold application packets for people and also to provide free access to faxing information. The Bennett Town Hall has been willing to provide application packets and free faxing. The Strasburg Community Church was willing to partner with us in holding a focus group during our needs assessment and also makes referrals to us. We are able to avoid duplication of services because there are no other organizations that will provide a full months' rent or full security deposit. The only assistance currently available tends to be in small increments such as \$100 from a church.

5. Describe **how CSBG funds are leveraged** with other cash and in-kind resources in the community. In what ways does CSBG fill gaps in services or address unmet needs in the community?

Homemaker Program

In addition to the CSBG funds utilized in this program, we also provide approximately \$200,000 in Arapahoe County General Funds that assist us to provide services to those people who are between 125% to 175% of the Federal Poverty Level. We have additional services such as Chore and Transportation that support independence for seniors through other funding sources such the Older Americans Act/State Funding for Seniors and Arapahoe County General Funds. We also have a partnership with Home Instead and through their holiday gift program they are able to provide gifts to approximately 100 of our lowest income and most isolated seniors. The total value of these gifts generally exceeds \$2,000. Our partnership with Arapahoe County's Judicial Services program allows us to access fleece blankets made through the Alternative Service/Useful Public Service program to provide to each new client. The value of these donations exceeds \$2000 a year.

The CSBG funded Homemaker Program fills the gap in services for low income senior and disabled individuals that wealthier households are able to meet through assets or long term care insurance. The program prevents low income individuals from having to move to assisted living or nursing home care prematurely thereby both supporting their independence and also reducing the tax burden of paying for more people to be in fulltime care situations through Medicaid.

Emergency Housing/Eastern Plains Emergency Services/Housing Stability

We utilize CDBG and HOME funds to assist with housing needs in the community. For example CDBG funds are used to fund a case manager at the Family Tree House of Hope Shelter and we work with and sit on committees with other Family Tree staff. CDBG funds are also subcontracted to Integrated Family Community Services to assist with emergency rental needs. An advantage to using both CSBG and CDBG funds to assist with rent is that the income levels are different. We can target the lowest income families to CSBG and those families with slightly higher income to CDBG funds. HOME funds are used to fund two Tenant Based Rental Assistance Programs and we work closely with HOME units that we have through new construction or rehab to bring some of the TBRA families into those properties as a next step in their progression toward self-sufficiency.

Arapahoe County also uses their Aid to Agencies funds to provide funding for housing related needs such as rental assistance through Integrated Family Community Services, funding for Gateway Battered Women's Shelter, Comitis Crisis Shelter, and the HAAT Task Force which provides emergency shelter on cold weather nights in Western Arapahoe County where there are no drop in shelters.

6. How is **Results Oriented Management and Accountability (ROMA)** – the 5-step process of assessment, planning, implementation, achievement of results and evaluation – used in your agency and program? Describe how you achieve **each of the five steps** in the process.

1. Using information gathered from the community through the needs assessment combined with what we know to exist or be funded through other sources we identify problems or needs that are appropriate for CSBG funding.
2. We identify the service or activity that we will be providing to address that need including the number of people we anticipate serving.
3. The planned outcome is identified including the percent of clients we expect to achieve that outcome.
4. We collect data from our various data bases and surveys and report on the data at least quarterly (depending on who we are reporting to, i.e the County or DOLA.)
5. We report on the actual results of the service activity including numbers of clients served and the percent who achieve the outcome.
6. For planning purposes we may use the information gathered to determine changes for future activities.

7. When was the last **ROMA training** accessed by the organization? Who attended, and who provided the training?

2016 Provided by Josiah Masingale/Colorado Community Action Association
Attended by Linda Haley, Division Manager and Lauren Thomas, Program Coordinator

8. Did a **Certified ROMA Trainer** review this Community Action Plan prior to submission?

- Yes
 No

Provide the name of the Certified ROMA Trainer who completed the review.
The Community Action Plan was reviewed at the CCAA Conference on Poverty in Crested Butte August 7-11, 2017.

I. STRATEGIC PLAN (5 YEARS)

1. What is the **long-term vision** for the CSBG program at your organization or department? How does this vision address reduction of poverty, revitalization of low income communities, and/or empowerment of people with low incomes to become more self-sufficient?

The long term vision for CSBG funds within the Community Resources Department is to continue providing programs in areas that we see gaps. Because the Community Resources Department as a whole manages a number of funding streams including Weatherization, Workforce Center funds, Community Development Block Grant, HOME Investment Partnership Funds, Older American's Act Funds, etc. determining how to use CSBG funds is part of the puzzle of looking not just at where a needs assessment may indicate there are gaps but also determining what other funding is being used to fill those gaps. For example, while it is clearly demonstrated that not completing high school is a barrier to meeting self-sufficiency, the high school drop-out rate has decreased significantly over the past 10 years and Arapahoe County is home to a number of excellent school systems including Aurora, Littleton and Cherry Creek. We have chosen to address the one area, Sheridan, with higher drop-out rates through a CDBG funded mentoring program operated by Big Brother's/Big Sisters.

As the senior population continues to grow, and will double by 2040, we continue to see providing low income seniors and disabled residents in Arapahoe County with opportunities to maintain independence and self-sufficiency in their own homes as one of the best uses of our CSBG funds. Senior and disabled people with higher incomes have options for maintaining their independence including utilizing assets and long term care insurance. By supporting independence for seniors it allows them to remain active in their own communities, fulfills the desire most people have to age in place, and saves the community money on the whole as the cost for Medicaid funded long term care services in an assisted living or nursing home far exceeds the cost to maintain someone in their own home.

The other area which we see no signs of immediate relief is the high cost of rent in the housing market. Given that the majority of households do not have sufficient savings to meet a \$400 emergency such as a car repair, we are seeing more and more individuals and families who are losing their housing situations due to missing work for a week, spending their funds on an emergency such as a car repair or child's illness. In the time period 1/1/17-6/30/17 we handled over 500 calls from Arapahoe County residents in a housing crisis. While many of these situations only need informational assistance and direction in a housing search, utilizing funds to provide some rent, mortgage payment, or security deposit assistance has helped in particular with some of the more complex situations.

As the Community Needs Assessment clearly showed, residents in the rural Eastern Plains have fewer resources available to them when they have emergencies. Because some of the CSBG funding increase we received was directly related to the "inverse density" noted in the formula changes and because there are fewer resources, we developed and plan to continue funding the Eastern Plains Emergency Services program to provide housing, utility, and fuel related assistance.

2. What **strengths, weaknesses, opportunities and threats** contribute to the organization or department's ability to achieve the long term vision indicated above. Strengths and weaknesses are internal to the organization. Opportunities and threats are external to the organization.

Strengths:

1. The variety of programs/funding streams operated through the Community Resources Department allows us to have a good sense of where the needs and resources are.
2. Other grant funds that support senior programs such as Chore and Transportation that work well with the Homemaker program.

Weaknesses:

1. Organizational scarcity. The ever increasing need to do more with less which has a negative impact on being able to creatively plan for the future.

Opportunities:

1. The possibility of using funds in a developing 2 Generation Program.
2. The increasing development of relationships outside of the organization which may support goals of our organization.

Threats:

1. The never ending inability of Congress to make funding decisions in a timely manner.
2. Constant threats of funding ending for all programs.

3. What **long-term family, agency and/or community goals** are addressed by the strategic plan?

4. How was **customer satisfaction information and customer input** included in the strategic planning process?

Clients of the Homemaker Program receive an annual Satisfaction Survey giving them the opportunity to provide input into the services that they receive. They also have the opportunity at each point of service to provide comments on the report sheets that they sign detailing what work was completed during the Homemaker visit. These comments are logged into our database. An example of comments driving change was that a few years ago clients began commenting that many of the low income senior apartment buildings were switching to low flow washing machines to save money. The only problem was that the wash cycles were longer meaning that a Homemaker could not complete the entire washing, drying, folding process within the allotted visit time. We addressed this for those clients with complete laundry assistance needs by building a few longer appointments into each Homemaker's schedules allowing them to meet those needs. While this impacted the total clients served by reducing that number, it improved the overall client experience.

Clients receiving emergency housing are given the opportunity to provide feedback each time we reach out in contact to determine if they remain stable in their housing. Because this group tends to be easier to reach by phone, we do not mail surveys to them but use their feedback. An example of feedback influencing change was our Eastern Plains Emergency Program where feedback indicated that the application was too complicated. We met with our subgrantee and worked to simplify and shorten the application.

5. How are the goals in the strategic plan **supported by your community action plan**? How will **progress be tracked** towards the overall vision and goals expressed in your strategic plan?

Arapahoe County uses a strategic plan called Align Arapahoe which identifies goals for departments throughout the County. An online system called Clearpoint is used to actually identify measures and accomplishments. In the Community Resources Department these goals are reported on Quarterly. Specifically identified areas are then reported to the Board of County Commissioners. This system will eventually be outward facing to the community.

Official Board Action taken on

Date

Submission of this form indicates official action by the applicant's governing board authorizing application for these funds.

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To the best of my knowledge and belief, statements and data in this application, including the attached tables and other documentation, are true and correct and the submission of same has been duly authorized by the governing body of the applicant/lead jurisdiction and other participating jurisdictions, if any.

Public Entities:

Signature, Chief Elected Official

Name (typed or printed)

Title

Date

Private Entities:

Signature, Board President

Name (typed or printed)

Title

Date

DRAFT