Community Service Block Grant (CSBG)  
Plan and Budget Proposal SFY 2021 Cover Sheet

This cover sheet is to be completed and submitted with your agency’s plan and budget proposal.

Please check the boxes to confirm that all narratives, assurances and attachments are completed and included with your submission.

1. Introduction to the Agency-Included Narrative for items XIII. B. 1. (a-d) 
2. Community Needs Assessment-Included Narrative for items XIII. B. 2. (a-m) 
3. Written Assurances, Attachment A
4. Strategic Plan (most current plan)
5. Customer Satisfaction Survey
6. Agency Budget – Included:
   a. Attachment B1
   b. Attachment B2
   c. Budget Narrative
   d. Attachment B3
7. Board Members List, Attachment C
8. Board Meeting Schedule
9. Agency Tripartite Board’s bylaws
10. Logic Model (D1)– Included copies of agency’s logic models
11. Equal Opportunity Plan/Affirmative Action Plan
12. Module 2, Expenditures, Capacity and Resources
13. Module 3, Community Level
14. Module 4, Individual and Family Services
15. Partnership Listing
16. Public Review Notice
17. Indirect Cost Allocation Plan

I affirm, the SFY 2021 CSBG Plan and Budget Proposal including Attachments follows the guidelines of the SFY 2021 CSBG Solicitation Packet and is an accurate reflection of our SFY 2021 projections.

CSBG Director Signature ___________________________ DATE 5/13/2020

Executive Director ___________________________ DATE 5/13/2020
1. INTRODUCTION TO THE AGENCY
1. **Introduction to the Agency**

   a. **Describe the type of agency and include the agency’s qualifications, both the agency’s mission and vision, values, and role the agency plays in the community.**

      **Explain the designation of the agency as public or private; state, county, or city government; and profit or non-profit.**

      *Type of agency:* Kentucky River Foothills Development Council, Inc. is a 501(c)3 private nonprofit organization that was organized in 1962.

      *Qualifications:* Kentucky River Foothills Development Council, Inc. exists as a Community Action Agency, offering a range of programs designed to enable members of the community to achieve maximum levels of stability and financial independence. The agency’s core service counties, which represent the CSBG service area of Kentucky River Foothills Development Council, Inc. (hereinafter referred to as KRFDC), are Powell, Estill, Clark, and Madison. The purpose of the organization, as stated in its amended Articles of Incorporation, is for the benefit of the people of the Commonwealth of Kentucky, including, but not limited to the provision of early childhood education for poor and handicapped children, housing for low and moderate income families, economic development, transportation, job training, and social services to benefit disadvantaged persons. The agency’s vision and mission statements further explain the Board’s philosophy and the agency’s direction:

      *Mission:* KRFDC improves its communities by assisting low-income families and individuals to achieve self-sufficiency by providing direct services and working with partnering organizations to develop additional resources to reduce poverty and create opportunities for those in need.

      *Vision:* The **vision** of KRFDC is to see communities that...

      - have the resources to enable all persons to live in dignity and lead lives of productivity;
      - recognize the human needs for community participation, education, health, transportation, nutrition, employment and housing; and,
      - promote strong families who contribute responsibly to community life . . . replacing poverty with opportunity.
Values: KRFDC’s key values are:

- Consumer participation - KRFDC and its workforce strive to engage consumers in an ongoing, respectful and genuine way in all areas of service delivery and planning.
- Cultural competence - Valuing cultural diversity, ensuring staff are in positions to effectively work with others from culturally and linguistically diverse backgrounds, and respecting and responding to the individual needs of people in a manner that is sensitive to age, gender, ethnicity, spirituality, nationality, and religious background.
- Supporting service providers, consumers and caregivers – Key stakeholders work as partners to support family stability.
- Reflective practice – KRFDC is engaged in continuous reflective practice to ensure good practice and innovation. Workforce members are encouraged and supported in self-reflection, and this concept forms a strong component of supervision practices.
- Evidence-based practice – KRFDC is committed to keeping up to date with research findings, and providing evidence-based practices. This requires systems and structures that encourage flexibility to embrace new and improved work practices.
- Working together in collaboration – KRFDC shares resources and knowledge through partnerships and collaborations; and values building relationships with a wide array of community stakeholders including consumers, service providers, and policymakers.
- Evaluation and measuring outcomes – The agency continuously strives to improve services, both internally and with the assistance of external evaluators. This ensures that KRFDC is accountable for program and service outcomes. KRFDC is committed to being a “learning organization” and to continuous quality improvement.
- Capacity building - Building capable teams and strengthening services to respond to the needs of consumers by ensuring staff is appropriately skilled and that infrastructure is in place that supports personal and professional growth and development
- Strong leadership – KRFDC supports strong, committed, inspiring and forward-thinking leadership. Good leaders (Board members, Advisory Committee Members, Executive
Leadership, and Program Managers) enable staff to apply the organization’s principles and values to service delivery; enable staff to perform at their highest potential; enable consumer participation; and enable successful partnerships, all of which help to create a sustainable agency where ideas and innovation can thrive.

- Social inclusion – KRFDC values the individuality and competencies of all persons regardless of their backgrounds. We ensure that the rights, views and values of all individuals are respected in program planning, service delivery, and policy making.

- Transparency and trust – KRFDC is committed to working honestly and openly with all people, and to being responsive to the needs and views of consumers and workforce members.

*Role in the community:* KRFDC is the largest nonprofit human service organization in each of its four core counties. It commonly assumes the role of lead coordinator and convener in response to unmet community need. Examples include responding to public health issues (such as substance abuse including developing outpatient and residential services), developing comprehensive two-generation services leading to self-sufficiency through the combination of supportive housing and child development services, economic development efforts including the development of housing combined with a career training center for unemployed and underemployed individuals including those seeking second chance career opportunities, and other efforts intended to promote independence, self-reliance, community development, and improved public health.

b. **Provide up-to-date information on CSBG contact information within the agency.**

Include the complete contact information for the: (1) Executive Director, (2) Financial Director, and (3) CSBG Program Director and/or staff, who should be included on e-mail correspondence or contacted for day-to-day CSBG programmatic or financial matters.

Contact information is as follows:

Brian Mullins, Executive Director
309 Spangler Drive
Richmond, Kentucky 40475
Telephone: 859.624.2046
Fax Number: 859.624.2049
E-mail: bmullins@foothillscap.org

Spencer Cathey, Accounting Director
309 Spangler Drive
Richmond, Kentucky 40475
Telephone: 859.624.2046
Fax Number: 859.624.2049
E-mail: scathey@foothillscap.org
c. Discuss the geographical area served by the Community Action Agency and distinguish the areas served by programs you provide. Describe your geographical/topical terrain, such as mountainous, remote roads for transportation in certain counties and lack of good infrastructure. Likewise, if you serve a more metropolitan area, you can demonstrate the segments of the city that are more densely populated by clients and distinguish how their issues relate to those locations. Please provide the most current information regarding the families in these counties and regions that may require services unique to the agency’s client population. Counties and regions need to be named as well as any type of infrastructure problems that currently exist that explains the lack of industry and jobs, travel issues, and any problems unique to the area that illustrate how this affects the clients’ standards of living.

Geographical area served: The KRFDC core service area lies in the southeastern quadrant of the Bluegrass Region benefiting the residents of Clark, Estill, Madison and Powell counties. Each of the four counties is in the Appalachian Region of the eastern United States, as determined by the Appalachian Regional Commission. Estill and Powell counties are designated as economically “distressed” by the Appalachian Regional Commission. Both of these counties have unemployment and poverty rates that are higher than the overall state and have high school graduation rates that are far below the state’s high school graduation rate.

Most current information regarding the families in these counties and regions that may require services unique to the agency’s client population:

This table provides a summary of key demographic data for the four service area counties:

<table>
<thead>
<tr>
<th>County</th>
<th>Population</th>
<th>Poverty</th>
<th>Unemployment</th>
<th>Per capita income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clark</td>
<td>*36,429</td>
<td>*16%</td>
<td>**3.5%</td>
<td>*$27,416</td>
</tr>
<tr>
<td>County</td>
<td>Population</td>
<td>Poverty</td>
<td>Unemployment</td>
<td>Per capita income</td>
</tr>
<tr>
<td>------------</td>
<td>------------</td>
<td>---------</td>
<td>--------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Estill</td>
<td>14,198</td>
<td>25.3%</td>
<td>4.9%</td>
<td>$17,658</td>
</tr>
<tr>
<td>Madison</td>
<td>92,638</td>
<td>16.5%</td>
<td>3.3%</td>
<td>$24,553</td>
</tr>
<tr>
<td>Powell</td>
<td>12,442</td>
<td>22%</td>
<td>5.6%</td>
<td>$20,397</td>
</tr>
<tr>
<td>KENTUCKY</td>
<td>4,467,673</td>
<td>16.9%</td>
<td>4.3%</td>
<td>$26,948</td>
</tr>
</tbody>
</table>

*US Census State & County Quick Facts  ** Federal Reserve Bank of St. Louis, Economic Research

Those experiencing poverty (100%) in the four county service area are presented below according to gender, age, race and ethnicity (US Census 2019).

<table>
<thead>
<tr>
<th></th>
<th>Clark County</th>
<th>Estill County</th>
<th>Madison County</th>
<th>Powell County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Experiencing Poverty</td>
<td>5513</td>
<td>4635</td>
<td>13994</td>
<td>2612</td>
</tr>
<tr>
<td>Gender/Sex</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>2281</td>
<td>2128</td>
<td>7178</td>
<td>919</td>
</tr>
<tr>
<td>Female</td>
<td>3232</td>
<td>2507</td>
<td>6816</td>
<td>1693</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 18</td>
<td>1820</td>
<td>1264</td>
<td>3236</td>
<td>832</td>
</tr>
<tr>
<td>18-64</td>
<td>3202</td>
<td>2968</td>
<td>9508</td>
<td>1524</td>
</tr>
<tr>
<td>65+</td>
<td>491</td>
<td>403</td>
<td>1250</td>
<td>256</td>
</tr>
<tr>
<td>Race</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>5006</td>
<td>4492</td>
<td>12002</td>
<td>2594</td>
</tr>
<tr>
<td>Black/African American</td>
<td>273</td>
<td>0</td>
<td>786</td>
<td>1</td>
</tr>
<tr>
<td>American Indian</td>
<td>0</td>
<td>44</td>
<td>N*</td>
<td>9</td>
</tr>
<tr>
<td>Asian</td>
<td>8</td>
<td>0</td>
<td>N*</td>
<td>0</td>
</tr>
<tr>
<td>Native Hawaiian</td>
<td>0</td>
<td>7</td>
<td>N*</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>12</td>
<td>92</td>
<td>N*</td>
<td>2</td>
</tr>
<tr>
<td>Ethnicity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>581</td>
<td>0</td>
<td>N*</td>
<td>90</td>
</tr>
<tr>
<td>White Alone</td>
<td>4463</td>
<td>4492</td>
<td>12032</td>
<td>2513</td>
</tr>
</tbody>
</table>

*N=Data Not Available

Most of the people who turn to KRFDC for services are plagued by poverty, low-education, few employment skills, lack of transportation, limited opportunity for gainful employment, and other
challenges to self-sufficiency and independence. This is indicated by the large number of requests for basic and emergency needs that reflect the dire need for these services in the four service counties. A summary of the referrals and direct service assistance provided in the past fiscal year is presented below:

Information & Referrals:

➢ Clothing/personal care items 2,719
➢ Commodities 23
➢ Disaster relief 113
➢ Employment 58
➢ Education 37
➢ Food pantry 4,492
➢ Housing 1,634
➢ Linkages 1,210
➢ Other 912
➢ Utility Assistance 3,376

Direct Services

➢ Clothing/personal care items 1,836
➢ Commodities 203
➢ Disaster relief 16
➢ Employment 54
➢ Education (school supplies) 1,582
➢ Food pantry 1,324
➢ Income management 329
➢ Housing 236
➢ Linkages 4,392
➢ Other 1,217
➢ Utility Assistance 563
➢ Goodwill Vouchers 41
Geographical/topical terrain/infrastructure problems: KRFDC offers services in a number of counties that extend beyond its core service area; however, CSBG funds are only used in Clark (City of Winchester), Estill (Cities of Irvine and Ravenna), Madison (Cities of Richmond and Berea) and Powell (Cities Stanton and Clay City) counties. Clark and Madison counties are on the edge of the Appalachian Mountains and are geographically characterized by low foothills and rolling terrain. I75 runs through Madison County making for easy access to the nearby metropolitan area of Lexington/Fayette County. Likewise, I64 runs through Clark County making it equally accessible to Lexington/Fayette County. Both Madison and Clark County have public transit routes, and both of these counties also have commuter routes linking them with Fayette County. Foothills Express provides transportation from Clark, Estill, Madison and Powell Counties to airports and bus terminals in Lexington, Louisville, and Northern Kentucky/Cincinnati. Estill and Powell counties are mountainous and neither have immediate access to a major interstate. The county seat of Estill County (Irvine) is roughly a 30 minute drive to I64 or I75 and the county has a mean travel distance to work of 28.1 miles (US Census 2010 Quick Facts). While the Bert T. Combs Mountain Parkway runs through Powell County, it is approximately a 15 minute drive from Stanton (Powell County Seat) to access I64 and approximately 25 minutes to I75. Other than demand response (pay per mile) transit services, Estill and Powell counties have no public transportation services. Geographic isolation and lack of transit service are contributors to the high poverty and unemployment rates in Estill and Powell counties which are above that of the overall state.

d. Describe how your agency engages low income individuals to participate in activities in the community. Please remember, low income individuals can participate in the development of services, in the needs assessment process, volunteering for special events, or serve on an advisory group/board or tripartite board.

KRFDC engages low income individuals in key planning and governance roles as well as in general agency functions. Among these are:

➤ The composition of the organization’s board of directors that reflects at least 1/3 low-income elected representation
➢ Aging advisory councils, Healthcare for the Homeless Advisory council, and Eastern Scholar House advisory council where the majority of the participants are low-income
➢ Focus groups are held with low-income representatives as part of the organization’s strategic planning process
➢ Low-income participants are surveyed as part of the Community Assessment process
➢ Low-income volunteers serve in various capacities at KRFDC ranging from regularly scheduled assignments (such as KTAP volunteers assisting with LIHEAP) to participating in fund raisers and special events (examples are aging programs, Liberty Place Recovery Center for Women, and county outreach offices)
2. COMMUNITY NEEDS ASSESSMENT
1. Community Needs Assessment Narrative

a. Describe in depth the agency's CSBG community needs assessment process and procedures (e.g., who in the community is involved and how are they involved? Does this represent a cross-section of the community, agency and family? How often does your agency undergo the needs assessment process? What times/seasons of the year do you have input from stakeholders to complete your needs assessment tool?).

Please note: your needs assessment must include qualitative and quantitative data.

Each year, in compliance with legal statutes and regulatory requirements, Kentucky River Foothills Development Council, Inc. conducts a survey of community needs in communities served by the agency. By means of this survey, which focuses on low-income individuals as well as key informants such as the local government, school districts, law enforcement, etc. the agency acquires information that is vital in helping to more effectively address the needs of, and improve the lives of, the citizens it serves. This process of information acquisition and analysis is also fundamental to the process of receiving funding via federal grants. A full report of the most recent Needs Assessment is included with this proposal. The results are used to enable the design of agency programming to meet the expressed needs of the community.

Every three years Foothills conducts a complete reassessment and analysis of the agency's mission, goals, operations, strategies and methods. This periodic reassessment, along with the yearly community needs survey, serves as the blueprint for the agency's three-year strategic plan. The Community Assessment is an integral part of the Strategic Planning process and serves as a resource and guide for the current Strategic Plan encompassing 2018-2020. The findings of the most recent Needs Assessment reflect the goals of the 2018-2020 Strategic Plan.

The Community Assessment is comprised of a Regional Analysis of the agency's cumulative service area as well as individual county sections that are intended to provide quick, informative overviews of relevant conditions and statistics in each of the communities served by KRFDC. Other sections provide more detailed data of varying types and as a whole the assessment is intended to provide useful information to Foothills stakeholders including clients, employees, the media, the general public, or any other interested parties.
The purpose of the Community Assessment is:

- To help KRFDC focus on its mission, and establish a shared purpose and vision.
- To define and declare the organization’s most important hopes and plans, set priorities and communicate these to staff, board, and public.
- To listen to key stakeholders, staff, and customers to assess gaps in services and needs.
- To help KRFDC develop plans and funding for new services.
- To help the organization track and measure its progress.
- To meet funding conditions for United Way, CSBG, CHFS, Kentucky Housing Corporation, HUD, HRSA and others.

The Community Assessment includes results of the organization’s study of extant demographic and economic data, key informant surveys, program outcomes, program participant characteristics, and needs and resource assessments. The assessment is both quantitative in its use of surveys, rankings, and Likert scales as measurements of community need, causes of poverty, service needs, etc. The process also collects and analyzes qualitative data through individualized interviews with key informants to gather their impressions of community conditions, needs, and the quality of the services provided by KRFDC.
b. Describe the methodology utilized to assure information is gathered from key sectors of the community to include: community-based organizations, faith-based organizations, private sectors, public sectors and educational institutions. Please provide copies of surveys, survey summaries, minutes of the meetings, list of stakeholders organized by sector, and other tools such as newspaper articles advertising these meetings that are utilized in obtaining input from the community and consumers.

Through the annual needs assessment, staff and volunteers gather information and opinions from not only low-income residents but also from key informants including representatives of community-based organizations, faith-based organizations, private sectors, public sectors and educational institutions concerning their needs and those of the community through the use of a survey forms and key informant interviews. This information is used to give respondents the ability to influence the character of programs provided by KRFDC. Needs Assessment Survey Results are examined and the process is further explained in detail in Attachment A of this application. Also provided in Attachment A is a copy of the KRFDC Board of Directors minutes verifying that the Board reviewed the assessment.

c. Describe collaborative efforts with other community service organizations regarding the community needs assessment process.

The most recent community needs assessment collected data from the following sites: all KRFDC Outreach Offices (Clark, Estill, Madison and Powell counties); Senior Citizens Centers (Richmond, Berea, Clark County and Powell County); Foothills Express buses; Liberty Place Recovery Center for Women; Eastern Scholar House; Community Collaboration for Children; Supportive Services for Veteran Families; and Healthcare for the Homeless clinic. Data was also collected by surveying random citizens at public libraries in Clark, Estill, Madison and Powell counties.

In addition, community leaders, including those from other community services organizations, were surveyed for comments in a series of interviews on the assessment of community needs. Examples of these key stakeholders are: elected officials including county judge executives, county clerks, county/city department directors, fire and law enforcement representatives, social
agency directors, K-12 administrators, superintendents, university professors, fire chiefs, Chamber of Commerce directors, pastors, coroners, and numerous small business owners.

d. Describe community strengths and needs, including other service agencies that provide services meeting the community needs in each of the following areas (KRS 273.443):

i. Services and activities having a measurable and potentially major impact on causes of poverty in the community or those areas of the community where poverty is a particularly acute problem;

KRFDC participates in inter-agency meetings with social service providers to avoid duplication and fill service gaps. Human Services Councils act as successful networks to better serve the community. In counties, where Human Service Councils meet infrequently, KRFDC has organized FEMA boards, Senior Citizens Center Advisory committees and other meetings of volunteers to focus civic capital on the problems of poverty. Further, Technical Advisory Committees serve as Community Engagement Committees in Clark, Estill, Madison and Powell counties and provide information about service delivery and program needs.

Case management is individualized for each program participant. Participants enter programs through specific points of intake and are introduced to the array of services KRFDC offers. As case management is ongoing, the point of termination is dependent upon the goal attainment of each program participant in accordance with any limitations in service duration imposed by the funding source.

Confidentiality Agreements between KRFDC and other agencies allow program participant information to be shared, thus assuring that program participants receive the maximum levels of service available. CSBG staff convene meetings of social service providers according to local interests.

Partnerships have been established throughout the counties with other service providers without duplication especially in addressing acute causes of poverty. Hunger is one example of an effect of acute poverty. In response to this need, a partnership was developed between KRFDC and emergency food pantries throughout the service region. The food bank partners are responsible for operating the pantries as well as carrying out fundraising efforts and food drives. KRFDC provides program participants with nutritional information to assist their families in reducing
spending and improving health. The agency also has staff members who teach budgeting skills so families will be able to extend their incomes to meet basic needs.

KRFDC keeps well informed of the problems and causes of poverty through a highly developed network of civic, governmental, and social service agencies. After nearly fifty-eight years of operation, KRFDC remains an integral part of the social service system in the four county service area.

Staff members collaborate with a number of other agencies to assure that KRFDC's program participants receive or have access to needed and available services. Examples of the many partnerships formed for various anti-poverty endeavors are provided below. A more extensive partnership list is provided in the required attachments to this application.

- City of Richmond: substance abuse recovery services; public transportation; senior citizen programs; housing assistance (Eastern Scholar House); and workforce training (Kit Carson Commons)
- City of Berea: public transportation and senior citizen programs
- City of Winchester: senior activities, public transportation and emergency assistance
- City of Stanton and Powell County: senior citizen services
- Berea College and Eastern Kentucky University: graduate and undergraduate student (social work, nursing, occupational therapy, public administration, etc.) training and experience
- Eastern Kentucky University: Services to benefit homeless veterans and their families; – transit services; housing and child care services for low-income parents seeking college degrees; and career training
- Madison County Attorneys Offices: Moral Reconciliation Therapy
- Generation Center Corp: Winchester-Clark intergenerational center
- Clark, Madison, Estill and Powell County Health Department: health care services
- United Way of the Bluegrass: Aging programs

ii. Activities designed to assist low-income participants including the elderly poor:

1) To secure and retain meaningful employment;
KRFDC is particularly interested in employment and training because program participants who receive the appropriate vocational training services can more readily achieve and maintain self-sufficiency. Staff continues to work with local employers and community leaders through advocacy, job development, and referral, to widen the employment options available for program participants. Staff also assists program participants with resume writing, job search, and mock interviews, and provides employability counseling when appropriate.

Several of KRFDC's other programs contain a strong job preparation element. The Eastern Scholar House requires its participants to work at least 20 hours per week while also attending college full time. The Tenant Based Rental Assistance program, Liberty Place Substance Abuse Recovery (Phase II) Center for Women, Responsible Fatherhood, Supportive Housing, and the Supportive Services for Veteran Families programs provide low-income program participants with housing and case management to help promote employment and training.

2) To attain an adequate education;

Educational services vary in scope, with staff referring and assisting program participants to enroll in adult or remedial education classes. The assistance provided is aimed at reducing the barriers to post-secondary education that exist for low-income adults. The Board of Directors has designated the CSBG Educational Assistance fund to be spent for college or vocational training scholarships for low-income students according to application. In 1995, the Virginia H. Menifee Scholarship Fund was established for youth and non-traditional students from with the four counties served by KRFDC. The one-time scholarship is based upon need and can be used toward tuition, room and board at the college, university, or vocational school of the individual’s choice, and books and educational supplies.

CSBG staff, as well as other KRFDC staff, provide encouragement and motivation to those seeking employment and completing job applications. KRFDC also assists civic organizations in their efforts against child abuse, alcohol and drug abuse, delinquency and other problems which plague the socio-economically deprived. As resources allow, such as in the agency’s Community Collaborations for Children Programs, KRFDC provides transportation services necessary for
program participants to attend these educational programs. Staff works with Literacy Programs in the area to encourage and co-sponsor, where appropriate, Family Literacy projects.

KRFDC partnered with Kentucky Housing Corporation, Eastern Kentucky University, Federal Home Loan Bank of Cincinnati, Richmond Section 8, Ohio Capital Corporation for Housing, and the City of Richmond to secure $10 Million to construct the Eastern Scholar House. The project (opened in September 2017), provides 39 apartments and an onsite child development center for low-income parents (preference given to single parents) seeking college degrees. In March 2019, KRFDC was notified that it had been selected to receive Low Income Housing Tax Credits and other funding to develop 30 units of housing for low-income single parents (preference given to those who are veterans) seeking college degrees. This innovative project will also include a workforce development center targeted unemployed and underemployed workers seeking careers in manufacturing, industry, warehousing, and shipping. The project, named “The Workforce Pathway at Kit Carson Commons”, is currently under construction and will open in the spring of 2021.

3) To make better use of available income;

Joint planning and resource development made possible through community partnerships enables the CSBG staff members to initiate and implement projects to help the low-income population move toward self-sufficiency and procure better use of available income.

Since its inception in 1962, KRFDC has initiated budgeting and housing counseling programs for program participants, initiated after school and year round programs for low income youth, developed nutrition education programs, developed new homeownership opportunities for low-income families, provided rental assistance, and provided emergency and transitional housing to homeless individuals and families. Many of these initiatives are still in place today.

Outreach staff has been trained to provide budget counseling, money management training, as well as goal setting for participants. Affordable Housing Program staff work with program participants to provide more intense credit counseling in an effort to help consumers improve their credit histories making them eligible to participate in the agency’s Homeownership Program. Case
management with program participants is ongoing until they have reached self-sufficiency. At that point, program participants receive six months of aftercare services.

KRFDC is a project partner in the Responsible Fatherhood Initiative, a five year grant that was awarded to Gateway Community Services Organization in 2015. Through this project staff work with fathers to assist them in developing skills to improve their parenting skills, and to develop and/or expand their job skills.

Seven years ago KRFDC partnered with Eastern Kentucky University to develop a project to propose in response to the Veteran’s Administration program announcement for Supportive Services for Veteran Families. A grant of $1 Million was awarded for each of the first five years of this effort and a continuation application has been filed to extend the services for another two years. This project serves eighteen counties and reflects cooperation between KRFDC and several other community action agencies.

For the past eleven years, KRFDC has partnered with the United Way of the Bluegrass/CKEEP to provide tax preparation for low-income people in Madison County. The partnership is furthered by mentoring EKU Accounting students within their class structure to also offer tax preparation for the community. Financial Literacy/Education is provided at no cost to participants through the tax preparation services. In addition to receiving tax preparation services that were provided at no cost to the participants, the tax preparation program also assisted its participants in accessing Earned Income Tax Credits.

Through a partnership with the City of Richmond Section 8, KRFDC’s Eastern Scholar House tenants not only benefit from rental assistance but many of them are also able to participate in the Section 8 Family Self Sufficiency program. Through this effort the participants receive case-management services from Section 8 and a portion of the rental payments that they make while living at Scholar House can be returned them upon fulfilling their Section 8 Self-Sufficiency goals to be used for continued education, purchasing a home or a car, or other approved expense related to self-sufficiency.
4) To obtain and maintain adequate housing and a suitable living environment (prevent homelessness);

KRFDC assists renters through a variety of programs. The Emergency Food and Shelter Program (EFSP) of the Federal Emergency Management Administration (FEMA) provides emergency rent payments. KRFDC also receives special funds through the Community Fund Foundation established by the Clark County Fiscal Court to assist individuals with emergency rent and utility payments. Additionally, the agency continually works to expand discretionary funding and programs to provide emergency rental assistance.

KRFDC continues to expand programs, as staff works with other agencies to develop low-income housing for the area. The agency also receives housing counseling funding from the Kentucky Housing Corporation to help low income residents improve their housing situations.

KRFDC manages Tenant Based Rental Assistance (TBRA) funded by Kentucky Housing Corporation and HUD. It also operates a Supportive Services for Veteran Families program funded by the Office of Veterans Affairs. These programs provide rental assistance to eligible program participants. A variety of services are provided to help program participants maintain or regain housing, such as counseling/case management, independent living skills, financial management and linkages with other resources. Staff assists recipients with developing individualized housing goals and in planning for alternative arrangements once the assistance allowed through this program ends. Examples of this assistance includes applying for traditional subsidized housing assistance such as Section 8, establishing good credit, saving for down payment or security deposits, participating in homeownership programs, etc. CSBG staff work closely with the TBRA and SSVF (Supportive Services for Veteran Families) staff with recruitment efforts and assisting program participants in filling out program applications.

KRFDC owns and operates two duplexes that provide four units of housing for disabled, homeless people. These units are located in Powell County but are available to any person who meets HUD’s definitions of “homeless and disabled.” KRFDC also has a four-plex in Estill County that provides Permanent Housing for Homeless People with Disabilities. KRFDC is a recipient of Transitional Housing/Rapid ReHousing funds from HUD. This project provides two units of transitional housing where homeless families can reside while securing permanent
housing (which is also subsidized through the grant). This grant prioritizes patients who receive services through the agency’s Healthcare for the Homeless program.

KRFDC opened eight two-bedroom units for individuals recovering from a substance use disorder in 2016 to provide permanent rental opportunities for households that have been impacted by addiction. 39 single parent headed families are permanently housed at the Eastern Scholar House.

CSBG-funded staff provide resource and referral services for residents of KRFDC’s housing programs. KRFDC serves homeless persons in the four-county area through the provision of permanent housing as well as supportive services. Eight HUD supported units are available for homeless persons who have disabilities. In addition, up to 218 homeless veterans and their families are served annually by the Supportive Services for Veteran Families (SSVF) program.

Housing staff have been trained in counseling techniques and offer a series of classes to help residents work toward successful homeownership. By solving a family’s housing problems, they are enabled to concentrate on other avenues toward self-sufficiency. Housing counselors help families prepare budgets, start savings plans, investigate home mortgages and work on credit problems. Staff works with Kentucky Housing Corporation, local banks, insurance companies, real estate agencies and other interested businesses to develop an even more comprehensive housing counseling and home ownership program. The housing counselors also work with families to help them rehabilitate their existing homes and manage their finances to enable them to live in safe, decent and efficient housing. A partnership with KRFDC and USDA’s Rural Housing Services (RHS) provides program participants with grants and loans for rehabilitating their existing homes. KRFDC has also worked with the Federal Home Loan Bank of Cincinnati to provide home rehabilitation services in response to natural disasters including wind damage.

Funding from CSBG provides space to interview and assess program participants applying for weatherization services. Outreach staff complete applications and verify eligibility, with Weatherization staff organizing work and informing program participants of program requirements.
The flexibility of CSBG funding enables KRFDC's housing repairs programs (including Weatherization) to be fully integrated. The poor condition of many homes cannot be improved by simply providing weatherization. When homes do not comply with codes for weatherization, the homeowner is immediately identified as a candidate for leveraged funds. Staff then looks to the USDA's Rural Development for possible assistance that may allow KRFDC to rehabilitate homes that would not otherwise be rehabilitated. Staff also work with the Weatherization program staff and the Kentucky Housing Corporation to develop complementary housing repair options for the area.

For potential first time home owners, KRFDC provides new homeownership opportunities through the use of RHS loans, ARC (Appalachian Regional Commission) grants, Federal Home Loan Bank Affordable Housing Program grants, Affordable Housing Trust Fund, and/or Kentucky Housing Corporation loans and grants. Homebuyers enroll in a one-year training program targeted toward home ownership and maintaining their new home. After the first year, program participants are counseled on an as needed basis. The homes are purchased by the participants at far less than the appraised value. According to the financing agreement, participants are required to complete homeownership counseling and reside in the homes for at least five years. Most participants have some history of credit problems. The Housing Development Specialist is able to work with creditors to enable the families to show steady payment of debts. 100 homes have been constructed and sold to first time homebuyers in the past sixteen years. Land has been purchased upon which two additional homes will be built and two more homeowners have been approved for a total of four homes to go under construction this year.

KRFDC provides additional services including emergency food and lodging, medical assistance and transportation. In addition, three of the four counties receive FEMA Emergency Food and Shelter funds. Outreach staff work closely with churches and other community groups to serve homeless program participants when other funding is not available.

5) To obtain emergency services through one time payments or short term loans to meet immediate needs and urgent individual and family needs, including health services, nutritious food, housing, and employment related services;
KRFDC provides a comprehensive range of emergency services for its program participants through a variety of funding sources. In fact, emergency assistance and crisis intervention occupies the majority of outreach staff time. CSBG funding gives staff the flexibility to respond to a variety of urgent needs, as explained below.

KRFDC works closely with food pantries in Clark, Estill, Madison and Powell counties that provide emergency food assistance to program participants such as the Salvation Army, God’s Outreach Crisis Food Pantry, and local Ministerial Associations. KRFDC coordinates efforts to secure food through the use of FEMA funds, donations and community-wide food drives, including those conducted by youth groups, college sororities and fraternities, churches, and post offices. When appropriate, staff approves emergency food vouchers for restaurants or grocery stores to help families in crisis.

Clark and Madison county clothing banks are operated by the Clark County Community Service Center and Open Concern, respectively, and a local church operates the Estill County Clothing Bank. Liberty Place maintains a clothing room for its residents. In southern Madison County, emergency clothing can be obtained from the Mountain Missions Attic Store and Goodwill. Winter wear and work clothes are frequently donated to KRFDC by Carhartt, Inc. and other sources. These articles of clothing are distributed to program participants in need of such items.

KRFDC will continue to provide energy assistance to low-income program participants including the payment of utility bills during the winter. The use of CSBG funds to provide energy relief is rarely used because other energy assistance programs, such as LIHEAP, are available. The primary use of CSBG funds is to provide staff to assess program participants’ eligibility for energy program assistance and to make appropriate referrals to meet the identified needs.

For example, Winter Care and We Care, while not funded through the Community Services Block Grant, are administered through CSBG funded staff. This program provides payments on home heating bills to eligible participants on a continuous billing utility, such as gas or electricity. Outreach offices are also the contact point for program participants to receive help
through the Low Income Home Energy Assistance Program (LIHEAP) and the Emergency Food and Shelter program.

In Clark County, the KRFDC outreach office administers a special Fiscal Court fund, with additional funds raised locally, for low-income residents. The fund helps program participants with utility or prescription medicine payments, and can be used when other resources are not sufficient to meet the program participants’ needs. The outreach worker assesses need and eligibility. Goals are set for program participants and case management is performed as needed by the program participant to alleviate barriers to self-sufficiency.

6) To provide nutritious supplies or services that may be needed to counteract conditions of starvation and malnutrition;

Through various agency programs KRFDC has delivered programming aimed at addressing the ever growing epidemic of obesity. It is usually difficult for people to understand that obesity is actually a form of malnutrition. According to the Centers for Disease Control and Prevention, Kentucky has the fifth-highest rate of obesity in the nation. About one-third of U.S. adults (33.8 percent) are obese. Approximately 17 percent (or 12.5 million) of children and adolescents ages 2-19 years are obese (Data from the National Health and Examination Survey).

Improved physical fitness is promoted by KRFDC programs including Liberty Place. Exercise is achieved through the “trudging” component of Liberty Place Recovery Center for Women with program participants often walking between 2.5 and 5 miles daily. In addition, each of KRFDC’s four senior citizen centers has treadmills, other exercise equipment, and participation is encouraged in exercise classes such as Zumba, water aerobics, and line dancing.

At the Eastern Scholar House Child Development Center, children receive nutritious breakfasts and lunches that help set the tone for healthy eating later in life. Children develop knowledge about nutrition, manners, and making proper eating a habit. They also have access to a playground and a large grassy “Scholar House Field of Dreams” where they can run and play games safely surrounded by the apartment buildings and fencing.
KRFDC’s senior programs serve hot, nutritious lunches and home delivered meals as part of a comprehensive range of activities and services designed for the mature adult. Congregate nutritionally balanced meals are also provided to participants of the agency’s Adult Care program, as well as the Liberty Place Recovery Center for Women.

7) To achieve greater participation in the affairs of the community;

KRFDC CSBG staff devote much of their time and energy to outreach activities within their communities. CSBG funded staff work with community groups to secure quality services for those who have low-incomes. Interagency meetings are held to discuss service needs and gaps. Staff actively participates in these and other community groups to assure that the needs of the program participant population are met. Staff are also involved with local committees, organizations and civic clubs which give the agency input into the needs of the low-income community.

KRFDC is committed to serving children, families and the elderly poor, taking a coordinated services approach when possible. To assure the greatest range of services available to their program participants, CSBG staff coordinate services within the agency and the community at large. Examples of community coordinated projects include health fairs, job fairs, Trick-or-Treat at the Track, Christmas Sharing, and Back-to-School programs. CSBG staff participate in the organization of special programs, especially during the holiday season and at the beginning of the school year. In the holiday season, many businesses and civic organizations generously provide the area’s low-income families with baskets of nutritious food, clothing and toys. The Clark County Generations Center conducts intergenerational programs that link the needs of children with the needs and skills of the senior citizen participants. The Powell County Senior Citizens Center works closely with the elementary school in year round activities and fund raising. The CSBG Director works to assure that staff of KRFDC’s various programs know the entire range of services available within the agency as well as how to access these services for their program participants.

8) To remove obstacles and solve problems by establishing comprehensive, long term programs of family development, which will help achieve goals, solve problems, and maintain self-sufficiency;
For self-sufficiency to be achieved, program participants must have access to dependable transportation. Since January 1986, KRFDC has operated a Public Transportation system through Section 5311 of the Federal Transit Administration (FTA). Much of Foothills Express' business is demand-responsive public transportation for the general public, unrestricted as to purpose. Program participants use the service for employment, shopping, medical appointments, adult education classes or classes at local colleges and universities, and for attending to other personal business or recreational activities. Foothills Express also transports other agencies' program participants to services. This coordination of resources allows a maximum number of trips with a minimum of capital expenditure. KRFDC is available to provide fee-based transportation services to Lexington from each of the counties.

Since 2005 Foothills Express has a provided a Deviated Fixed Route Transit System that is now available in Berea, Richmond and Winchester. This is the area's first public transportation system open and is affordable to all persons in each of the counties. Undoubtedly, the "flexible fixed-route" system has offered a solution to those needing essential transportation for families to access services, shopping, recreation, education, and medical care.

During the most recently completed fiscal year, Berea Transit provided trips to 4,297 riders; Richmond Transit provided trips to 14,309 riders; and Winchester Transit had 9,817 riders. A connector route, partially funded by the Madison County Fiscal Court, links the cities of Richmond and Berea, and serves approximately 1,243 riders annually. Commuter routes linking Clark and Fayette served 6,666 riders; while the Richmond to Fayette commuter route served 1,242 riders (this service was discontinued mid-year due to declining ridership). These riders commute to Fayette County for employment, health care, and access to other amenities. In addition, 979 riders benefitted from intercity transportation primary to larger metropolitan areas often for Greyhound and airline connections; 18,543 received Medicaid transportation for health and medical care appointments; and the EKU transit service (provided via competitive contract) had 18,543 riders.

CSBG staff assesses program participants’ needs and arranges for appropriate services. Subjects such as budgeting, nutrition, parenting, housing and employment are common counseling needs. CSBG staff also coordinate efforts with local Head Start Family Partnerships Programs. Through
Head Start's comprehensive parent involvement program, parents participate in the decision-making, volunteer in the classroom and develop parent-sponsored activities and training.

Counseling may be conducted by KRFDC program or outside referrals may be made during the development of a program participant's service plan. Since counseling is an overwhelming need for many program participants, services through Comprehensive Care Centers, Health Departments, Extension Service, etc. are arranged, as appropriate. None of the CSBG staff is trained in therapy, so referrals to the appropriate professionals, including those employed in other KRFDC programs, are routine.

Through the Community Collaboration for Children (CCC) program, offered in 19 counties, services are designed to be community-based and promote the safety, well-being, strength and stability of children and families. The overall purpose of CCC is to prevent the abuse and neglect of children. CCC provides staff for supervised visitation with families, conducts family team meetings, provides parenting education and coordinates regional networks that have as their purpose the safety and wellbeing of children.

Liberty Place Recovery Center a 108-bed, long-term substance abuse recovery facility for targeting Kentucky's 6th Congressional District, provides support and hope for women recovering from drug and alcohol addiction. Liberty Place residents must make the commitment to overcome their addiction, be over the age of 18 and be homeless or at risk of becoming homeless to participate. Clients follow the Recovery Dynamics curriculum, a comprehensive program of instructional and self-help materials for counselors and individuals. The program is abstinence based and is faithful to the original 12 steps of Alcoholics Anonymous. It is a peer-driven approach to helping residents get back on their feet. The program gives women the opportunity to break their addiction, learn new behavior management skills, and prepare to live life on life’s terms.

9) To provide on an emergency basis for the provision of goods or services, health care and related services, as may be needed to assure good health care.

Medical assistance is available on a limited basis to program participants unable to purchase prescriptions and medical care. In Clark County, the CSBG staff use funding provided by the
Fiscal Court to assist program participants who are unable to afford prescription drugs. In Estill and Powell counties, CSBG staff provide referrals and assist program participants in the application process to be enrolled in the prescription assistance program provided by the Foothills Healthcare for the Homeless Program. In Madison County, CSBG staff work with Health Help Now and White House Clinics by providing referrals of the uninsured, underinsured, and homeless families to the clinics for primary health care and prescription drug assistance. Some funds raised by local Technical Assistance Committees (now referred to as Community Engagement Committees) are used for medical assistance.

The Agency operates programs for the elderly in Clark, Madison and Powell counties. Funded through the Older Americans Act, state funds, and City and County governments, the Aging Programs provide congregate and home delivered meals, escort, transportation, respite, recreation and social services activities for program participants aged 60 and over. The Adult Care program in Powell County provides services and socialization for the frail elderly and those with Alzheimer’s or dementia. Aging staff works closely with area medical professionals to secure appropriate treatment or additional services for their program participants. Outreach staff make referrals to the aging programs to assure that services are fully available to the elderly population. In Estill County, staff works with the Senior Citizens Center (which is operated by the Estill County Fiscal Court) to assure that program participants are aware of services available to them. Staff provides senior citizens in the service area with benefits counseling to help them access the assistance they need.

A majority of individuals who apply for KRFDC’s home ownership program have credit problems resulting from past medical expenses. Prior to the Affordable Care Act, the majority of our program participants had no source of healthcare because they did not have any private insurance or did not qualify for Medicaid. In response, KRFDC secured funding for a Healthcare for the Homeless (HCH) Program through the Bureau of Primary Health Care, Health and Resources Services Administration (HRSA). Since its inception in 2005, this innovative program has provided primary and preventive care to homeless individuals and families in Estill and Powell counties. Foothills Healthcare for the Homeless program serves approximately 2,000 patients per year. The program’s staff is multidisciplinary and includes those from the following disciplines: Advanced Practice Registered Nurse (APRN), registered nurse, Certified Medical
Assistant, clinic administrator, Licensed Professional Clinical Counselor, Licensed Clinical Social Worker, Certified Alcohol and Drug Counselors, Dietitian, case manager, and physician (MD). The program also utilizes a voucher system to assist patients in accessing dental, specialty physician care visits, treatment, extensive laboratory procedures, x-rays, and prescription assistance through contracting pharmacies and the IDP (Indigent Drug Program). This comprehensive health program not only provides medical care to eligible individuals, but also provides a full range of case management and supportive services including assistance in applying for Medicaid or insurance made available through the Affordable Care Act. CSBG staff assist by recruiting and referring eligible program participants to the program.

iii. The coordination and established linkages between governmental and other social programs to assure the effective delivery of such services to low-income individuals; (Some examples: FRYSC, hospitals, fire department, sheriff’s department, etc.);

Every three years a strategic planning and visioning process involves Board members, program participants, staff, government entities, and other service providers in a format that allows for input regarding what KRFDC should continue to do, and what the agency should plan to do within the upcoming three years. With this information and an annual program participant needs assessment, KRFDC is able to effectively plan and prioritize. Each year, the community assessment (described above and in the attachment) gives essential information to Board and staff which help target delivery of the most needed services. Of course, the fundamental linking of government and social programs is the make-up of the Board of Directors. Representatives of government, elected representatives of the low-income, and ‘private’ representatives of social, educational and other institutions fulfill the essential role of planning of programs and evaluation for the effective delivery of services. The agency’s 2018-2020 Strategic goals are as follows:

Goal 1: Promote Self-Sufficiency  
Goal 2: Improve Conditions  
Goal 3: Give Low-Income Individuals a Stake in their Community  
Goal 4: Improve Community Partnerships  
Goal 5: Increase Capacity  
Goal 6: Assist Vulnerable Populations
The agency prides itself on its long-established linkages between governmental and other social programs in the fulfillment of the KRFDC mission. A partial list of working partnerships is as follows (and an additional list is provided in the required attachments of this application):

Housing:
- Federal Home Loan Bank of Cincinnati
- Kentucky Housing Corporation
- USDA Rural Development
- Kentucky Interagency Council on Homelessness
- Homeless & Housing Coalition of Kentucky
- Whitaker & Citizen’s Guaranty Banks
- Ohio Capital Corporation for Housing
- City of Richmond & City of Richmond Section 8 Office
- Eastern Kentucky University
- City of Winchester
- Clark County Fiscal Court

Domestic Violence Services:
- Greenhouse 17
- Hope’s Wings
- Kentucky Coalition Against Domestic Violence

Utilities:
- Kentucky Utilities (WinterCare)

Substance Abuse Recovery:
- Kentucky Department of Local Government (CDBG)
- City of Richmond
- Kentucky Housing Corporation
- Department of Corrections
- Fletcher Group

Transportation:
- City of Richmond
- Madison Fiscal Court
- City of Winchester & Clark Fiscal Court
- City of Berea
- Eastern Kentucky University
- Kentucky Office of Transportation Delivery

Child Care:
- USDA Child Care Center Food Reimbursement Program
- Child Care Subsidy Fund
Nutrition Education/Consultation:
  ➢ Estill County Health Department
  ➢ Estill County Extension Office
  ➢ Powell County Health Department
  ➢ Powell County Extension Office

HealthCare:
  ➢ Clark Regional Medical Center
  ➢ Powell County Health Department
  ➢ Estill County Health Department
  ➢ Madison County Health Department
  ➢ Clark County Health Department
  ➢ Marcum and Wallace Hospital
  ➢ National Healthcare for the Homeless Council
  ➢ Kentucky Primary Care Association
  ➢ White House Clinics

Homeless Services:
  ➢ New Liberty Sunday School Convention
  ➢ Clark County Homeless Coalition

Faith Based Partners:
  ➢ New Liberty Sunday School Convention
  ➢ Interfaith Alliance
  ➢ God’s Outreach Food Pantry
  ➢ Madison County Faith Based Association (substance use focus)

Family Services:
  ➢ Department of Community Based Services
  ➢ Family Resource Centers

Responsible Fatherhood:
  ➢ Gateway Community Action
  ➢ Kentucky County Attorneys Association

Supportive Services for Veteran Families:
  ➢ Eastern Kentucky University Office of Veterans Support
  ➢ Veterans Administration

iv. The involvement of entities in the private sector of the community in efforts to improve poverty in the community; (Some examples: Credit Union, Banks, United Way, and other private foundations);

KRFDC staff regularly attend area planning meetings, local government meetings and community meetings to help the whole community understand the needs of the low income
population and to influence services which may impact the target population. Through various community boards and councils, KRFDC encourages and actively involves business, labor, and other groups in supporting those activities directed toward reducing poverty in the service area.

Staff maintains relationships with local business, members of area Chamber of Commerce, United Way of the Bluegrass, and industry leaders to work on behalf of the low-income population of the area. Through this network of community relations, KRFDC mobilizes community resources to provide new employment opportunities, stimulate economic development and encourage family self-sufficiency.

Interagency and Human Service Council meetings take place in each county, which promotes cooperation among the county service providers such as the Department of Community Based Services. KRFDC aims to reduce duplication of services and improve communication between providers allowing agencies to focus on reducing the causes of poverty, targeting of the most needy and closing service gaps.

Volunteer Technical Assistance Committees are drawn from our participant population, and act as liaisons between the low-income population and various service providers. The committee members are trained in program requirements and procedures and help outreach staff administer program participant service programs. In some cases, they move from committee membership to positions on the agency’s Board of Directors.

As members of both the low-income sector and the Technical Assistance Committee, these members have the opportunity to directly influence the character of the programs funded through the Community Services Block Grant. They actively work with the various CSBG components being carried out in their respective counties. Each of the Technical Assistance Committees strives to develop programs and services that allow program participants to help themselves (and each other) achieve self-sufficiency. They develop initiatives throughout the year to help low income families ameliorate the conditions of poverty. Examples of activities of which KRFDC has been involved are annual holiday programs, Back-to-School supplies and clothing, and winter clothing and shoes for school children.
v. The development, promotion, and ways to encourage economic development activities, which result in assisting low-income persons to become economically productive members of their community; (Advisory Boards, city governments, Child Care Centers, & Chamber of Commerce);

KRFDC works with community development officials to implement new opportunities for the area’s economically disadvantaged population. For example, through the cooperative efforts of Clark County, Winchester, and KRFDC, the Generations Center houses the Clark County Senior Citizens and the KRFDC outreach office.

Through relationships with local civic clubs, Chambers of Commerce, industrial development authorities, and others, KRFDC links with economic development activities that assist low-income persons in becoming self-sufficient, productive members of their communities. One such endeavor is the currently under development Workforce Pathway at Kit Carson Commons (housing and workforce training center) which will be located in Richmond. In addition to the agency Chief Administrative Officer serving on the Board of Director of the Richmond Chamber of Commerce, the agency’s Executive Director participates on the Chamber of Commerce Economic Development Committee.

Staff makes special efforts to participate fully in community planning and economic development activities. When additional skills are needed, appropriate training is arranged. Staff cooperates with all activities, which are carried out under Title XXVI and the Low Income Home Energy Assistance Program (LIHEAP). CSBG staff act as the local single point of contact for the LIHEAP crisis component, and assists state agencies in administering the LIHEAP subsidy component. Similar coordination of resources occurs in other social service areas. The Executive Director has primary responsibility for economic development activities, while all CSBG funded staff participate in community activities.

Through its own advisory committees (such as Healthcare for the Homeless Community Advisory Committee), KRFDC involves low-income persons in efforts where they serve along with diverse community members and in some cases are provided access to service or employment opportunities that may not have otherwise been available to them.
vi. Provision of education, counseling and technical assistance on compliance with equal opportunity legislation for individuals and community organizations, both public and private.

KRFDC's vision of communities that replace poverty with opportunity includes programming and services, which help the low-income community to become self-sufficient. KRFDC forms partnerships with governmental, private and public groups to address the problems associated with poverty including housing, employment, economic development, and community participation. These combined resources and services to the low income community help close service gaps, focus on the neediest, avoid duplication of services, and provide additional opportunities for low income persons.

Staff continue their commitment to affirmative action and equal opportunity for all. Community contacts are made when appropriate to assure that program participants and target groups receive equal access to goods and services. Staff communicates with Human Rights Commissions, Legal Aid, Fair Housing groups and others to assure program participants receive nondiscriminatory services.

e. Describe the key findings identified in your community needs assessment based on the causes and conditions of poverty and the needs of the entire service area. The key findings should outline the prioritized needs, the level of need, as well as causes associated with the need.

Each year, KRFDC conducts a Community Needs Assessment to identify needed services, contributors of poverty, and barriers that citizens are currently experiencing. Additionally, KRFDC collects demographic and personal information from clients who complete a survey for the purpose of having a better understanding of the service population. According to the most recent 2020 Community Needs Assessment, key findings were identified based upon the causes and conditions of poverty and the needs of the entire service area. These key findings have been categorized and include: Addiction Recovery/Substance Abuse, Employment/Financial Stability and Mental Health/Medical Support.

**Key Findings:**
Health and Civic Engagement (*Addiction Recovery/Substance Abuse*): Drug and Alcohol Abuse was considered the most serious issue within the service region with the provision of addiction
recovery supports/services identified as the 2nd highest need with only assistance in paying utility bills being rated higher.

Education, Employment, Income and Asset Building, and Housing (Employment/Financial Stability): The 3rd and 4th "most serious needs" identified were food/nutritional support and employment. This need is highlighted through the review of average income of survey respondents, with 67.9% of respondents reporting annual income of less than $10,000, and nearly 86% of respondents earning less than $20,000.

Education and Health (Mental Health/Medical Support): The availability of mental/medical supports were also identified as "serious needs" within the community.

The following section identifies the need by level (Family, Community, Agency) as defined by National Association for State Community Services Programs (NASCP).

Family (does the need concern individuals and families who have identified things in their own life that is lacking), Agency (did the data identify areas where the agency does not have resources or capacity to respond to an identified need), or Community (does the issue impact the community as a whole, not just customers or potential customers of the agency).

The most frequent responses to overall community need were employment, housing, education, health, income and asset building, and civic engagement.

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<tr>
<th>NEED</th>
<th>Employment</th>
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<tbody>
<tr>
<td>FAMILY LEVEL</td>
<td>More training, education, and work force development courses for current job market</td>
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<tr>
<td>COMMUNITY LEVEL</td>
<td>Identify and respond to a changing job market with increased emphasis in tele-work and hospitality.</td>
</tr>
<tr>
<td>AGENCY LEVEL</td>
<td>Develop and deliver work force development programs in-coordination with strategic partners (IHE, Private Business, Non-Profits)</td>
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<tr>
<th>NEED</th>
<th>Housing</th>
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<tr>
<td>FAMILY LEVEL</td>
<td>Increase awareness and education of existing utility, rental/mortgage, and home repair assistance.</td>
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<tr>
<td>COMMUNITY LEVEL</td>
<td>Increase the communities’ education of existing housing resources within the community.</td>
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<tr>
<td>AGENCY LEVEL</td>
<td>To continue to provide array of housing services that includes rental assistance, weatherization, new home construction/rehab, affordable home purchase, and homeownership counseling. The changing housing needs of the community will be met through dynamic efforts. KRFDC will strive to tailor housing assistance services to the specific needs of the clientele.</td>
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<tr>
<th>NEED</th>
<th>Education</th>
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<tbody>
<tr>
<td>FAMILY LEVEL</td>
<td>Increase knowledge on post-secondary associates, bachelors, educational supports, and affordable childcare options. Increase education on application and financial aid processes for post-secondary education and childcare assistance.</td>
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<tr>
<td>COMMUNITY LEVEL</td>
<td>Increase the communities’ education on existing post-secondary educational supports, affordable childcare availability, and financial aid applications.</td>
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<tr>
<td>AGENCY LEVEL</td>
<td>Empower families and youth to succeed in education and achieve lifelong self-sufficiency through the continuation of the Eastern Scholar House Program and other programs.</td>
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<tr>
<th>NEED</th>
<th>Health</th>
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<tbody>
<tr>
<td>FAMILY LEVEL</td>
<td>Awareness of and availability of disability services, addiction recovery/substance abuse, mental health support, and knowledge of enrollment process for health insurance within the community.</td>
</tr>
<tr>
<td>COMMUNITY LEVEL</td>
<td>Increase the communities’ engagement and education of effective recovery, support services, disability services, mental health resources, and the impact on the community at large.</td>
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<tr>
<td>AGENCY LEVEL</td>
<td>To provide robust Case Management services to best leverage and identify required and available resources.</td>
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<tr>
<th>NEED</th>
<th>Income and Asset Building</th>
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<tbody>
<tr>
<td>FAMILY LEVEL</td>
<td>More training and education on goal setting, financial management, and basic life skills.</td>
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<thead>
<tr>
<th>COMMUNITY LEVEL</th>
<th>Increase the communities’ education on resources related to goal setting, financial management, and basic life skills.</th>
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<tbody>
<tr>
<td>AGENCY LEVEL</td>
<td>Provide classes to educate clients on effective financial management and connect individuals to other available educational resources in their communities. Pursue opportunities to provide more GED, job training, and basic life skills instruction to the service population. These educational tools are a necessary foundation for self-sufficiency, family stability, and future community prosperity.</td>
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<tr>
<th>NEED</th>
<th>Civic Engagement</th>
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<tr>
<td>FAMILY LEVEL</td>
<td>Awareness of opportunities to participate and inform local community services</td>
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<tr>
<td>COMMUNITY LEVEL</td>
<td>Increased coordination and communication of community services and supports with the community.</td>
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<tr>
<td>AGENCY LEVEL</td>
<td>Continue to increase both volunteer and client participation in agency programs giving more individuals a stake in their communities.</td>
</tr>
</tbody>
</table>

Besides using the needs assessment indicators for program planning, staff review demographic trends in the population as a whole, not just trends among service recipients. A review of this statistical information reveals that the poverty rate for children in Estill and Powell counties is 29.8% and 35% respectively as compared to Kentucky’s 22.1 percent rate (2019 Annie E. Casey Kids Count). 18% of the children Estill County and 10% in Powell County are considered to be in “deep poverty” (below 50% of the federal poverty level.) Per capita income in the past twelve months for each of the four service counties, with the exception of Clark (which has a per capita income of $27,416) is below Kentucky’s rate of $26,948 with Madison County having a rate of $24,583, Powell County having a rate of $20,397 and Estill County having $17,658 per capita income (U.S. Census Quick Facts retrieved April 9, 2020). High school graduates rates have historically been lower Powell and Estill counties than in Madison and Clark. However, 80.5% of the students in Powell and 74.7% in Estill County now graduating from high school (as compared to 85.4% in Clark County and 87% in Madison County). Compared with the state as a whole, a higher percentage of families in the service area receive Food Stamps and KTAP funds.
While it is clear that significant reduction of poverty is directly related to increased employment and educational opportunities – aspects that are worked into the case management components of nearly all of KRFDC's programming, the agency continues to experience increasing demand for services in health care, substance abuse recovery, and drug abuse prevention. It is expected that due to the area's economic conditions and corresponding program participant needs, that emergency services will continue to occupy a large percentage of staff time. While many of KRFDC's activities may fall under the economic development category, they are more closely related to other service categories, such as employment, job training, and community participation.

In response to the needs identified in the Community Assessment, KRFDC proposes to utilize CSBG and other sources of funding to develop services in the following areas during the 2020/2021 Fiscal Year. All CSBG proposed services are in accordance with the service areas used by the Kentucky work plan for the Community Services Block Grant.

<table>
<thead>
<tr>
<th>CSBG Funds</th>
<th>Other Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment/Self-Sufficiency</td>
<td>Substance Abuse Programs</td>
</tr>
<tr>
<td>Vocational &amp; Job Training</td>
<td>Oral Health Care Services</td>
</tr>
<tr>
<td>Emergency Services/Linkages</td>
<td>Clothing &amp; Food Banks (referrals)</td>
</tr>
<tr>
<td>Homeless services</td>
<td>Homeownership Opportunities</td>
</tr>
<tr>
<td>Nutrition/Health Education</td>
<td>Health Clinic</td>
</tr>
<tr>
<td>Money/income management</td>
<td>Public Transportation</td>
</tr>
<tr>
<td></td>
<td>Affordable Childcare</td>
</tr>
<tr>
<td></td>
<td>Domestic Violence Services</td>
</tr>
<tr>
<td></td>
<td>Services for Children with Disabilities</td>
</tr>
<tr>
<td></td>
<td>Parenting Education</td>
</tr>
<tr>
<td></td>
<td>Prenatal Care (referrals)</td>
</tr>
<tr>
<td></td>
<td>Early Childhood Development</td>
</tr>
<tr>
<td></td>
<td>Rental Assistance Programs</td>
</tr>
<tr>
<td></td>
<td>Veteran Services</td>
</tr>
</tbody>
</table>

f. Describe in detail the CSBG funded programs and activities to be performed in each, from the point of intake to termination of services when the service is client-oriented.

CSBG staff will provide the above categories of service through case management and supportive services. From point of intake, staff will determine the areas in which the individual or households need more intensive case management by using the Family Scales Questionnaire. The state association and other CAA's in Kentucky have adopted this assessment tool which assesses a
household or individual in one of the 6 categories—Housing, Employment, Education, Child Care, Transportation, and Income Management. Staff, using a computer generated questionnaire, by asking the individual a series of questions. The computer program, CastiNet, tallies the results and generates a report ranking the individual or household as one of the following—in-crisis, vulnerable, safe, stable, or thriving. If the family falls under the prevention line (vulnerable and in-crisis), staff will implement a goal-setting plan for that individual or household. Progress and Achievement plans are designed based upon the Family Scaling Questionnaire and implemented for individuals and households that choose to further their level of self-sufficiency. CSBG staff and program participants design a plan tailored to participant’s current needs and which specifies goals and outcomes to be achieved.

g. Describe how your allocation will be targeted, based on your agency’s community needs assessment and logic models. Your allocation of funds annotated on the B1, B3, and the NPIs should align with the results of your community assessment.

A large portion of requested CSBG funds will be applied to crisis intervention. Program areas of Employment/Self-Sufficiency and Emergency Services, including linkages, are high budget priorities. While the best long-term investments are in the areas of job development, substance abuse services, health, housing and education, and the needs assessment revealed these as high priorities for program participants, people troubled by unmet basic needs cannot be expected to be successful in education or training programs. Community Participation and Program Participant Advocacy will receive both staff and budget commitments, as the agency continues to help its program participants access services and achieve economic independence. Education, income management, housing, nutrition, and health services will also continue to be supported with CSBG funds.

h. Please give a detailed explanation if your allocation of funds does not align with your community needs assessment due to the leveraging of other funding streams, or private donations, etc. For example, if you have other funding to supplement a category or if the services are provided by another organization, please be specific and explain why less or no funding is allocated to a particular category.

The majority of CSBG funds are utilized in the response to emergency services and a more modest amount is used in the support of education/job training services. These align with the
community needs assessment. Additional services are responded to with other funding streams. For example, the agency responds to the need for substance abuse programs (including treatment and recovery) through revenue streams including the U.S. Health Resource Service Administration (HRSA), Community Development Block Grant, Kentucky Department of Corrections (fee for service) and private fund raisers. Affordable homeownership and homeless services are made possible through funding from the Kentucky Housing Corporation, Low-Income Housing Tax Credits, HUD, Federal Home Loan Bank of Cincinnati, Community Development Block Grant, Section 8 Project Based Vouchers, Veterans Administration, and CHDO (Community Housing Development Organization) operating funds. Homeless individuals are also provided health care and supportive services through the agency’s Healthcare for the Homeless program that is funded by HRSA and program fees including third party reimbursements.

i. Describe how CSBG staff are involved when your agency collaborates with other state funded programs or services such as WIOA, LIHEAP, Weatherization, etc.

The programs and services proposed in the service plan are currently being funded and administered through the Cabinet for Health and Family Services, and provided by Community Action Agencies across the state. Duplication of services is avoided through regular contact with other providers in the area. CSBG staff also operate the LIHEAP (Low Income Heating Assistance Program). CSBG staff assist in the Weatherization program with promotion, referral, and program participant application processes. These programs are also funded and administered through the Cabinet for Health and Family Services. As time allows, CSBG funded staff help in the operation of the Eastern Scholar House’s education and job training programs for low-income single parents who are enrolled full-time in college.

j. Specify plans for ensuring the coordination of and non-duplication of the agency’s services and to support shared goals with other service providers. At minimum provide:
i. Certification of the agency's willingness to share necessary client information and records within legal limitations and willingness to provide the leadership in arranging for a meeting, not less than two (2) times a year, of all social services agencies in the agency's geographic service area for the purpose of developing substantive interagency cooperation and assessing the social services currently being provided;

KRFDC participates in inter-agency meetings bi-annually with social service providers to avoid duplication and fill service gaps. Human Service Councils in each of the counties act as successful networks to better serve the community. Also, staff coordinate with the Department of Community Based Services in an effort to fill gaps in services and provides a comprehensive approach of serving families in need. Further, meetings of the Community Engagement Committees (formerly Technical Assistance Committees) provide information about service delivery and program needs.

Kentucky River Foothills Development Council, Inc. certifies that the Agency is willing to share necessary program participant information and records within legal limitations and is willing to provide the leadership in arranging for a meeting, not less than two times a year, of all social services agencies in the agency’s geographic service area for the purpose of developing substantive interagency cooperation and assess the social services currently being provided.

Confidentiality Agreements between KRFDC and other agencies allows program participant information to be shared, assuring program participants receive the maximum service available.

ii. Identification of activities the agency jointly pursues or coordinates with faith-based organizations, fatherhood programs, healthy marriage programs, rural development and/or One-Stop partnerships;

KRFDC works closely with church groups and other community groups to address unmet community need. Faith-based organizations are common partners with KRFDC on many grant funded projects. Due to its past experience as a two-time Compassion Capital Fund intermediary agency, KRFDC is uniquely positioned to work collaboratively with faith and community based organizations.

KRFDC and Gateway Community Services Organization are partners in a Responsible Fatherhood Initiative grant which provide services in Bath, Clark, Estill, Madison, Menifee, Morgan, Montgomery, Powell and Rowan counties. Specifically, the Responsible Fatherhood Program (of which Gateway Community Action is the grantee with KRFDC serving as a project
partner) provides job coaching, financial advice, and relationship and parenting seminars to residents in Bath, Clark, Estill, Madison, Menifee, Montgomery, Morgan, Powell and Rowan counties. The objective of the program is to improve the economic, financial, parenting and relationship well-being of fathers in the service region.

iii. Identification in describing the effective delivery of services offered by the agency with the collaboration of the DCBS Service Regions, to help prevent child maltreatment, promote quality foster care/adoption services, and assist vulnerable adults or low-income families. Describe how the services are mutually beneficial to your agency’s clients.

Kentucky River Foothill’s staff works closely with the Department for Community Based Services to ensure that duplication of services and effective service delivery aimed is provided. KRFDC staff attends human service council meetings to coordinate programs and fill gaps in service with other DCBS case workers. Through its Community Collaboration for Children program, KRFDC has the ability to bring together various organizations and other entities (including DCBS) who are serving the same clients. These meetings enable better coordinated service and reduce the likelihood of service duplication.

Describe the services offered by the agency that help prevent child maltreatment, promote quality foster care and adoption services: Through the Community Collaboration for Children (CCC) program, offered in twenty-three counties including the CSBG core counties of Clark, Estill, Madison and Powell, services are designed to be community-based and promote the safety, well-being, strength and stability of children and families. The overall purpose of CCC is to prevent the abuse and neglect of children. CCC provides staff for supervised visitation with families, conducts family team meetings, provides parenting education and coordinates regional networks that have as their purpose the safety and wellbeing of children.

Although KRFDC does not offer any services that are specifically aimed at promoting quality foster care and adoption services, these populations are served in many of the agency’s programs including Community Collaboration for Children and Responsible Fatherhood.

Describe the services offered by the agency that assist vulnerable adults or low-income families: KRFDC’s efforts to assist vulnerable adults and low-income families range from direct service (food, shelter, child care, transportation, financial counseling, parenting education, Adult Care,
In-home and Home Care services, and family stabilization) to advocacy, education and brokerage of services. The agency offers nearly fifty specific programs aimed at the stabilization and self-sufficiency of vulnerable or low-income families. Among the major programs are Housing (homeless services to home ownership), Responsible Fatherhood Initiatives, Emergency Assistance, Substance Abuse Recovery Services for Women, Transportation, Eastern Scholar House, Health Care for the Homeless, Supportive Services for Veteran Families, and myriad others.

*How services are mutually beneficial to clients:* Due to the similarity and overlapping nature of the clients served by KRFDC and DCBS, it is imperative that the two organizations coordinate services to achieve maximum benefit for their mutual clientele. In some cases, such as Community Collaboration for Children a formal linkage agreement exists between the Cabinet for Health and Family Services and KRFDC to provide coordinated services benefiting clients who are either currently involved with DCBS or at risk of having an opened case (a similar relationship existed between KRFDC and the Madison and Estill county school systems for Parent Engagement Services). In other instances, DCBS workers appeal to KRFDC for access to supportive services (such as transportation) that their clients may otherwise be without. Conversely, KRFDC often requests assistance from DCBS on matters related to child/adult protection, access to entitlement programs administered by CHFS (Medicaid and Supplemental Nutritional Assistance Programs) and support/collaboration for grant funded projects.

**k. Outline the applicant agency’s efforts to focus attention on addressing the needs of youth in low-income communities through youth development programs that support the primary role of the family, giving priority to the prevention of youth problems and crime and promoting increased community coordination and collaboration in meeting the needs of low income youth programs with a goal of preventing or reducing crime.**

The agency’s Community Collaborations for Children, Responsible Fatherhood, and Parent Engagement programs also focus on the strengthening the role of the parents as a means of benefiting their children as they pursue their own goals and develop into youth and young adults who are not involved in crime or other destructive activities. KRFDC works closely with the Family Resource Centers in all counties and actively participates in community meetings involving youth topics with the goal of preventing or reducing youth crimes. KRFDC is not only a member organization of the KY-ASAP (Agency for Substance Abuse Policy) local board in Estill and Powell counties, but also acts as fiscal agent. This coalition consists of service providers in each
of the counties that identify the resources and gaps in substance abuse prevention and treatment. KRFDC staff has been instrumental in forming this board and providing the groundwork to make this a formal coalition.

1. All services directed toward coordination and linkages of other community services to impact the community (non-client specific services), rather than individual client service, should be described in narrative, i.e., community participation and economic development which are directed toward amelioration of poverty in the community. Coordination with emergency energy crisis intervention programs under Title XXVI and the Low Income Home Energy Assistance Program of the Omnibus Budget Reconciliation Act of 1981 should be described. Please indicate the staff member(s) who will be carrying out coordination and linkage functions and any limitations placed on the individual client services.

Staff will continue to make special efforts to participate fully in community planning and economic development activities. When additional skills are needed, appropriate training will be provided or arranged by the CSBG Director (Jackie Dean Rousey). Staff will cooperate with all activities, which are carried out under Title XXVI and the Low Income Home Energy Assistance Program (LIHEAP). CSBG staff will act as the local single point of contact for the LIHEAP crisis component, and will assist state agencies in administering the LIHEAP subsidy component. Similar coordination of resources will occur in other social service areas. The Executive Director (Brian Mullins) and the Deputy Executive Director (John Roden) are the key administrators charged with linking community services to the CSBG effort on behalf of disadvantaged families in our communities. No limitations in individual client services are expected as a result of economic and community development activities. In fact, client options are expected to increase as a result of such linkages.

The agency continues to expand its network of linkages with health care providers in the area. Because of increasing need, KRFDC is focused on substance abuse treatment (Estill and Powell counties) and substance use recovery (Madison County); nutrition education and assistance through its health care for the homeless, senior citizens centers, adult care center, and residential recovery programs; mental health counseling, and services for people with disabilities (all through health care for the homeless). Linkages are developed with local health departments, hospitals, Eastern Kentucky University, community mental health, and human service transportation services.
for persons with limited mobility, and for those requiring oral health care. These services are now funded at a significant portion of the agency’s budget.

Describe how the agency analyzed the SFY 2019 ROMA and Customer Satisfaction data to assist in developing the SFY 2020 plan to improve service delivery.

KRFDC reviewed SFY 2019 ROMA goals and Customer Satisfaction data to determine strengths and weaknesses within programs and to review sustainability of programs. The service categories reported by each agency program were also reviewed to ascertain if reporting was adequate.

First analyzed was the number of persons enrolled in programs versus the number expected to achieve program goals. In some programs there is a discrepancy between the two numbers. By analyzing this data the agency can pinpoint programs that require more hands-on time with participants to increase the number of persons that are able to achieve specific program goals.

Also analyzed was the number of persons expected to achieve an outcome versus the number achieving that outcome. For programs with a greater number achieving than expected the agency reviewed best practices and applied those. It is also an indicator that those particular programs need to increase their number of persons expected to achieve outcomes for SFY 2019. The CSBG 2020 plan for service delivery was adjusted to reflect this need. Also analyzed were the service categories reported by each program. Evaluations were done to determine if reporting and client satisfaction levels were adequate within agency programs.
3. WRITTEN ASSURANCES, ATTACHMENT A
Assurances

Kentucky River Foothills Development Council, Inc.
Name of Agency

➢ Assures that any audit of CSBG funds performed by an independent public accounting firm designated by the agency will be performed in compliance with 42 U.S.C. Section 9916, 2 CFR, Part 200, Subpart F, and the contractual agreement between the agency and CHFS.

➢ Assures that the agency will comply with 45 CFR Part 75 except where state procedures, including Kentucky Administrative Regulations, specifically exclude certain sections of Part 75.

➢ Assures that the agency is in compliance with 2 CFR Part 200 Subpart E.

➢ Assures an effective delivery of services to the low income will be delivered by coordinating and establishing linkages between governmental and other social programs to avoid duplication of services.

Executive Director

Date 5/13/2020
Board of Directors Meeting  
Kentucky River Foothills Development Council, Inc.  
Estill County Extension Office  
March 4, 2020

Members:  
Terry Davidson  
Tammy Cole  
Mary Higgins  
Marcy Martin  
Teresa McKinley  
Kathy Merriman  
Ira Newman  
Christine Randall  
Sr. Loretta Spotila  
Donnie Watson  
Brian Mullins  
Rosie Woolum  
Staff:  
Karen Atkins  
Spencer Cathey  

I. Chair Marcy Martin called the meeting to order at 11:38 a.m.

II. Roll was taken. With ten members of the Board present there was a quorum. Members Linda Ginter, Chris Pace, Ashley Sweat, and Reagan Taylor were excused.

III. Review of Minutes  
A. Marcy Martin presented the February 5, 2020 board meeting minutes. A motion to accept these minutes was made by Sr. Loretta Spotila and seconded by Teresa McKinley. The motion passed unanimously.

IV. Reports  
A. Spencer Cathey, Accounting Director, presented Financial Reports. Below is a brief summary to highlight each of the reports (Summary of Activities with % by Program Group):

Key agency ratios:
• Current Ratio: 6.26 (ability to meet current obligations)
• Working Capital to Monthly Expense ratio: 3.19 (numbers of months of working capital at the current expense level)
• Days of Cash on Hand: 83 (number of days of cash available to meet expenses. >60 is healthy)
• Days in A/R – Agency: 26 (collections efficiency (< 30 is healthy)
• Debt Ratio: .31 (<.50 is healthy) – Total Assets vs. Total Liabilities
• Days in AP: 12 (<30 is healthy)

Kentucky River Foothills Interim Comparative Balance Sheet for Period Ending 1/31/2020:  
• Total Cash as of the reporting period was $3,206,089.
• Total Assets equal $9,697,321 comprised of Current Assets (Cash and Cash Equivalents, Accounts Receivable (less Allowance for Doubtful Accounts), and Prepaid Expenses), Property, Plant, and Equipment (less Accumulated Depreciation), and Noncurrent Assets (Forgivable Notes Receivable, etc.).
• Total Liabilities of $2,961,398 comprised of Current Liabilities (Notes Payable (Current), Accounting Payable, Unemployment Payable, Deferred Revenue, and Accrued Expenses) and Long-Term Liabilities (Notes Payable (Non-Current), Forgivable Notes Payable, and Other Long-Term Liabilities).
• Net Assets of $6,735,923 comprised of Net Assets without Donor Restrictions ($2,459,198) and Net Assets with Donor Restrictions ($4,276,725).

Kentucky River Foothills Interim Statement of Revenue and Expenditures for Period Ending 1/31/20:
• Agency Wide Interim Statement of Revenue and Expenditures: Revenues equal $9,386,147 comprised of federal and state grant revenue, contributions, in-kind, and Program Income and Expenditures of $8,095,299. The income statement as of this reporting period has a net surplus of $1,290,848 for the first seven months of the fiscal year.
Revenue & Expense by Program Group.

- HCH Financials: Total Revenues equal $2,285,553 comprised of Payer’s from commercial sources, BCBS, Medicare, Medicaid, Medicaid Wrap payments, Self-pay, and Quality Improvement revenue. Total Expenditures of $1,225,699. HCH as of 1/31/20 has a surplus of $1,059,854 versus a 12/31/19 surplus of $1,067,094. This is a reduction of $165,845 primarily driven by the timing of funding being received by the organization.

- Liberty Place Financials: Total Revenues equal $703,864 comprised of Federal CDBG and Department of Corrections revenue funding as well as fundraising, food stamp, and vending revenues and contribution revenue. Total Expenditures of $626,267. Liberty Place as of 1/31/20 has a surplus of $77,597 versus a 12/31/19 surplus of $80,450. This is a reduction of $2,853. Per Diem has increased so this will aid in the improvement for FY 20 (approximately $60K).

- HCH Interim Balance Sheet as of 1/31/20:
  
  Overall Balance Sheet health is good!

  Cash = $992,245  
  AR = Gross Clinic: $127,841 (Allow. for Bad Debt $19,642) Net Billing Rec.: $147,483  
  Current Assets = $1,303,880  
  Current Liabilities = $88  
  Total Non-Current Assets = $524,065  
  Long-Term Liabilities = $119,182  
  Total Net Assets = $1,708,675

  Included as part of the board packet is information regarding various key ratios for the HCH program as of 12/31/19:

  Current Ratio = N/A as there are no Current Liabilities for the calculation (how many times the Current Assets can cover the Current Liabilities).  
  Long-Term Debt to Equity = .07 (Equity is 5x LT Debt)  
  Days in AP = 0 (basically AP paid as we get the invoices)  
  Days in AR = 34.03 (30 or less is good)

- January 2020 Revenue and Expense Analysis: This report shows the Kentucky River Foothills revenue and expenses for each line item of the FY ’20 Budget. In addition, the last column provides the percent received or expended of the budget. If all receipts and expenditures were straight-line, Kentucky River Foothills should have received 58% of its revenue and expended 58% of expenditures. This report is provided so the board may view our trends in revenue sources and expenditures.

A motion to accept the Financial Reports was made by Ira Newman and seconded by Donnie Watson. The motion passed unanimously.

B. Spencer Cathey presented the Credit Card Report dated January 21, 2020 for Brian Mullins, Executive Director; Vicki Jozelewicz, Chief Administrative Officer; and Virginia Embree, HR Director. This report lists the date of each purchase, the vendor, the amount, and the description of each item. A motion to accept the Credit Card Report was made by Sr. Loretta Spotila and seconded by Terry Davidson. The motion passed unanimously.

C. Rosie Woolum, HCH Director, presented HCH QI Report. The report lists days of operation, # of office visits per month and year to date, # of users per month and year to date, # of no shows, #DAP refills, DAP in-kind, #KPC Apps, # of Outreach Events, # PAP testing, # of nursing encounters, # of diet consults, # of diet consult no-shows, # of nutrition classes, # of mental health visits per month and year to date, # mental health no-shows, # of new controlled prescription, and # of patients on controlled medications. In January the center was in operation for 21 days and had 234 office visits. There was a 15% no show rate. In January the center received $61,278 in payments.
(commercial, Medicaid, Medicare, and self-pay). The center also received $41,304 in Medicaid Wrap. Ms. Woolum briefly reviewed the Enabling Services (services other than medical). There were 390 Enabling Services in January. She reviewed the Clinic Quality Measures. This report also lists a provider breakdown (MD, APRN, LPCC, and CADC). A motion to accept the HCH Qi Report was made by Terry Davidson and seconded by Donnie Watson. The motion passed unanimously.

D. Marcy Martin presented Written Program Reports (CSBG, HCH/KASPER, Housing and SSVF).

v. Old Business
   There was no old business.

vi. New Business
   A. Brian Mullins, Executive Director, presented an Executive Director/Program Funding Update. All members received a copy of the report, which is linked to the agency’s Strategic Plan. The fund development report, provided below, is through February 29. Since the last meeting: $4,526,297 has been requested, $4,516,297 is pending, $0 has been funded, and $10,000 has been declined. Mr. Mullins thoroughly reviewed this report.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Purpose</th>
<th>New Requested</th>
<th>Renewal</th>
<th>Pending</th>
<th>Funded</th>
<th>Declined</th>
</tr>
</thead>
<tbody>
<tr>
<td>KACO</td>
<td>Risk Management Grant</td>
<td>x</td>
<td></td>
<td>$10,000</td>
<td></td>
<td>$10,000</td>
</tr>
<tr>
<td>CHFS</td>
<td>Community Based Child Abuse Prevention Grant</td>
<td>x</td>
<td></td>
<td>$40,000</td>
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<td>$40,000</td>
</tr>
<tr>
<td>Dept. of Veterans</td>
<td>Supportive Services for Veteran Families</td>
<td></td>
<td></td>
<td>$1,157,000</td>
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<td>$1,157,000</td>
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<tr>
<td>Affairs</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>$1,319,297</td>
<td>$1,319,297</td>
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<tr>
<td>HHS - HRSA</td>
<td>HCH Program Grant</td>
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<td></td>
<td>$1,000,000</td>
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<td>$1,000,000</td>
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<tr>
<td>ARC</td>
<td>Workforce Training</td>
<td></td>
<td></td>
<td></td>
<td>$1,000,000</td>
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<tr>
<td>HHS - HRSA-RCORP</td>
<td>RCORP Implementation Grant</td>
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TOTAL: $4,526,297 $4,516,297 $ - $10,000

B. Brian Mullins presented Resolution 2020-3-1. This Resolution restates all previous Resolutions related to Kit Carson Commons specifically:

- that either the Executive Director or Chief Executive Officer of the Corporation is authorized and empowered to do or cause to be done all such acts or things and to sign and deliver, or cause to be signed and delivered, all such documents, instruments and certificates (including, without limitation, any and all notices and certificates required or permitted to be given or made under the terms of any of the instruments executed on behalf of the Corporation in connection with the foregoing Resolutions), in the name and on behalf of the Corporation, as any of them, in their discretion, may deem necessary, advisable or appropriate to effectuate or carry out the purposes and intent of the foregoing Resolutions and to perform the obligations of the General Partner or the Partnership under all instruments executed on behalf of the Corporation in connection with the foregoing Resolutions.
- that the execution by either the Executive Director or Chief Executive Officer of the Corporation of any documents authorized by the foregoing Resolutions or any document executed in the accomplishment of any action or actions so authorized, is (or shall become upon delivery) the enforceable and binding act and obligation of the Corporation, without the necessity of the signature or attestation of any other officer of the Corporation.

A motion to accept Resolution 2020-3-1 was made by Terry Davidson and seconded by Donnie Watson. The motion passed unanimously.

C. Karen Atkins, PIO, presented Community Needs Assessment. Each year the agency conducts a survey of local needs, and then develops a response to meet those needs. The needs assessment survey helps to identify and describe
concerns, needs, priorities, and issues related to KRFD. This assessment, a Community Services Block Grant requirement, is used as a tool by program managers when developing programs and applying for grants. Data was collected in various ways. The agency surveyed clients from agency programs. Key informant interviews were conducted. Lastly, the agency surveyed random citizens who were asked two questions about their community needs and were conducted at the public library in each county.

There were a total of 242 survey respondents. Of the respondents that have received services from KRFD, a vast majority (97.3%) reported that KRFD staff did everything they could to help when they received services. Respondents were asked to describe the need for service that their family has experienced, as well as to describe the needs of their community. The survey collected both quantitative and qualitative data from survey participants. In terms of the quantitative data, 72 participants reported needing assistance with heating assistance personally, which was the most common need. This was followed by addiction recovery services (44). The respondents reported that drug and alcohol abuse are the leading cause, or contributor to poverty in their community. The second most common contributor or cause of poverty reported was high rental costs. In terms of qualitative data, participants were asked to list any services or programs that are needed in their community. Almost 20% reported that their community was in need of a homeless shelter or more services available to homeless individuals and families.

Highlights of demographics and characteristics of respondents:
- 67% of households had an annual income less than $10,000
- Only 22% have any employment, and only 12% have full-time employment
- 26% of respondents reported that they are currently disabled
- A majority of respondents are Caucasian and female
- Over 60% of respondents do not have children in the household
- Nearly 95% of respondents have some form of health insurance

Ms. Atkins thoroughly reviewed this information with members. A motion to accept the Community Needs Assessment was made by Tammy Cole and seconded by Sr. Loretta Spotila. The motion passed unanimously.

D. Rosie Woolum presented Request to Add Medication to Clinic Emergency Box. Ms. Woolum stated that the medical team at Foothills Health & Wellness Center requests approval to keep 10mg of midazolam in the clinic emergency kit in either IM or intranasal formulation. Benzodiazepines such as midazolam are considered first line abortive treatment for status epilepticus (seizure activity lasting >5 min). Midazolam is a schedule IV controlled substance in Kentucky. Over the last few years there have been 2-3 occasions of FHWC patients experiencing a seizure while in the office. Most other acute seizure treatment options require IV access. Additionally, EMS services in the area can be of limited availability and response times can be significant. An accurate drug log is maintained for all medications in the emergency kit. Midazolam kept in the emergency kit would not be used for any other clinical indication (anxiety, sedation, anesthesia) and would be purposed exclusively for acute treatment of seizure. A motion to accept the Request to Add Medication to Clinic Emergency Box was made by Sr. Loretta Spotila and seconded by Ira Newman. The motion passed unanimously.

E. Rosie Woolum presented Approval of 2020 Health Center Quality Improvement Plan and Work Plan. The Foothills Health and Wellness Center’s (FHWC) Healthcare for the Homeless Program’s Quality Improvement (QI) program is an ongoing continuous, system-wide quality improvement program with bi-monthly meetings, which are designed to:
1. Evaluate the quality, appropriateness, and satisfaction of patient care according to established clinical protocols.
2. Analyze the data collected in an objective and systematic manner.
3. Resolve the identified problems by referring problems directly to those who can solve them dependent upon the area of responsibility within their authority.
4. Monitor problem areas to identify recurrences of failure of the actions taken to solve them.
5. Maintain a written quality improvement plan.
6. Develop and maintain indicators to best monitor the delivery of care according to clinical protocols and established medical standards.
7. Disseminate the outcomes of the program to the Center.
8. Submit a summary of meeting minutes and quality improvement to the Healthcare for the Homeless (HCH) Advisory Council and KRFDC Board of Directors bi-monthly.
9. The QI Plan will be reviewed annually and revised as necessary and any changes will be brought to the Board of Directors for review and approval.
10. Annual quality improvement trainings will be conducted.

Ms. Woolum thoroughly reviewed the QI Plan and Work Plan with members. All changes were highlighted yellow. A motion to accept 2020 Health Center Quality Improvement Plan and Work Plan was made by Laura Sands and seconded by Christine Randall. The motion passed unanimously.

F. Virginia Embree presented Title VI Plan and Complaint Form. The Title VI Plan will be included in the upcoming Transportation grant submission and specific changes to the plan have been requested by OTD (Office of Transportation and Delivery) as follows:

➢ Complaint Procedures and the Complaint Form were updated as required and with the information provided by OTD.
➢ Complaint Form was updated per OTD's request.
➢ System-wide service standards and policies were developed and added as requested by OTD.
➢ The Title VI Notice to Beneficiaries was updated as requested and this document was converted to Spanish.

A motion to accept Title VI Plan and Complaint Form was made by Ira Newman and seconded by Terry Davidson. The motion passed unanimously.

Brian Mullins stated that he and Spencer Cathey would like to develop a Finance/Investment Committee. Board members interested in serving on the committee should contact Karen Atkins.

VII. With no other business, a motion to adjourn was made by Ira Newman and seconded by Donnie Watson. The motion passed unanimously. The meeting adjourned at 12:32 p.m.

Marcy Martin, Chair of the Board

Date
4. STRATEGIC PLAN
MISSION STATEMENT

Developing community resources so that all people may have lives of dignity, responsibility and opportunity.

VISION

In a truly strong community, no family is expendable. Kentucky River Foothills Development Council, Inc. believes that communities must work together - in partnership - to enable all persons to live with dignity, responsibility and opportunity. To support this vision, KRFDC offers a myriad of services that promote stability and independence throughout the life cycle. KRFDC is a Human Service Organization, providing services focused on improving the general well-being of those it serves.
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INTRODUCTION

Kentucky River Foothills Development Council, Inc. (KRFDC) is a community action agency primarily serving Clark, Estill, Madison and Powell counties. Depending on the requirements of its funding sources, some KRFDC services extend beyond the boundaries of these counties. Established in 1962, the agency embraces a philosophy of needs-based strategies and family services leading to self-sufficiency and self-reliance.

KRFDC has more than 300 employees that represent a highly skilled, professional team of program developers, administrators, teachers, social workers, counselors, transportation drivers, and health care providers. KRFDC is governed by a volunteer corporate board of directors whose members are active in community service throughout the agency's primary service region. Staff are guided by Executive Director, Brian Mullins, MBA.

KRFDC believes that communities must work together- in partnership- to enable all persons to live with dignity, responsibility and opportunity. To support this vision, KRFDC offers a myriad of services for families and individuals that promote stability and independence throughout their lives.

Strategic planning is the dynamic process of determining what goals the organization intends to accomplish, as well as how agency leadership will direct resources toward accomplishing these goals. Rather than a final product, the strategic plan will be a roadmap for the ongoing assessment and improvement of KRFDC's programming. Agency leaders will use this information to steer the organization toward the fulfillment of its mission. Changing economic, political and cultural climate will require the review and re-evaluation of the plan on an annual basis.

In this strategic plan, KRFDC outlines critical community characteristics and needs which will guide development and innovation of the agency's anti-poverty programming over the next three years. The goals, objectives and strategies presented in the plan focus on improving the agency's overall operations as well as program specific operations including the types of services that are provided by the agency. The overall goal of this strategic plan is to identify resources which will improve the lives of citizens in the communities served by KRFDC.
PROCESS

The most recent annual Community Needs Assessment was completed in February of 2017. This report consisted of surveys administered to KRFDC clients, random citizens in the community and key informants in KRFDC's primary service region. These surveys included questions regarding the perceptions of what services/programs are needed, as well as the major causes of poverty in their communities.

The 2017 Community Assessment was completed in November of 2017, and was accepted by the KRFDC Board of Directors on December 14th, 2017. This report examined a wide range of variables in the service regions such as poverty, crime, child care, drug/alcohol abuse, health care, employment, and many more. This report also includes a series of focus groups that were conducted throughout the summer of 2017 with community members in Clark, Estill, Madison and Powell counties concerning the causes of poverty. This information, as well as input from key stakeholders, has helped develop the 2018-2020 Strategic Plan.

The KRFDC Strategic Planning Committee also incorporated direct input from dedicated and experienced members of the agency during the creation of this Strategic Plan. On December 6th, 2017 the Committee held a planning meeting and group discussion to discuss objectives for the new plan. On December 12th, 2017 the Committee held a group discussion with KRFDC department heads and program directors. On January 9th, 2018 the Committee held a group discussion with participants in the KRFDC Foothills Leadership Academy. These events allowed both supervisors and front-line employees to contribute their ideas for the new plan.
ROMA STATEMENT

The KRFDC Strategic Plan follows the standards prescribed in ROMA (Results-Oriented Management and Accountability). This design tool was created in 1994 by an ongoing task force of Federal, State, and Local community action officials - the Monitoring and Assessment Task Force. Based upon principals contained in the Government Performance and Results Act of 1993, ROMA provides a framework for continuous growth and improvement among more than 1,000 local community action agencies. Throughout the strategic plan, strategies, goals and objectives will be directly linked to one of the six ROMA goals. The six national ROMA goals are:

- Low-income people become more self-sufficient.
- The conditions in which low-income people live are improved.
- Low-income people own a stake in their community.
- Partnerships among supporters and providers of service to low-income people are achieved.
- Agencies increase their capacity to achieve results.
- Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.
ROMA Goals and Outcome Indicators

THE RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY CYCLE

Assessment
Community needs and resources, agency data

Evaluation
Analyze data, compare with benchmarks

Planning
Use agency mission statement and assessment data to identify results of strategies

Achievement of Results
Observe and report progress

Implementation
Services and strategies produce results
STRATEGIC GOAL 1: PROMOTE SELF-SUFFICIENCY

Provide comprehensive, coordinated and individualized services that may be personalized to assist program participants in achieving and maintaining dignity, responsibility, and opportunity.

Relates directly to ROMA Goal 1

Objective 1: Child Development & Education

- Seek and pursue opportunities to improve and expand Head Start and Early Head Start services in the KRFDC service region.

Objective 2: Substance Abuse Recovery

- Utilize Liberty Place Recovery Center for Women and the Foothills’ Outpatient Substance Abuse Treatment Program (Estill County) to provide clients with services to support recovery from addictions and to prepare them to re-enter the community and become self-sufficient, contributing members.

Objective 3: Housing

- Provide an array of housing services that includes rental assistance, weatherization, new home construction/rehab, affordable home purchase, and homeownership counseling. The changing housing needs of the community will be met through dynamic efforts. KRFDC will strive to tailor housing assistance services to the specific needs of the clientele.

- Assist eligible veteran families to maintain or obtain adequate housing best suited to their needs by working through a variety of housing provider partnerships. Assistance will be provided through case management and temporary financial assistance. KRFDC will continue to expand services to veteran populations.

- Empower families and youth to succeed in education and achieve lifelong self-sufficiency through the continuation of the Eastern Scholar House Program.
Objective 4: Employment, Financial & Relationship Development

- Provide effective job coaching to eligible clients by setting goals and helping them obtain adequate skills through various training opportunities (i.e. GED, certifications, resume creation, etc.) with the ultimate goal of placing clients in local jobs.

- Provide classes to educate clients on effective financial management and connect individuals to other available educational resources in their communities.

- Help clients develop skills such as communication and listening in order to better their relationship with their child/children, spouse, and/or partner in order to be successful in long-term relationships.

Objective 5: Basic & Emergency Needs

- Operate county outreach offices so that citizens in need may be provided with case management, supportive services, and/or referrals to resolve crisis situations.

- Provide heating/energy assistance, rental assistance, and other emergency programs to eligible individuals. In doing so, ensure that low-income consumers benefit from new technologies in renewable energy and conservation.

- Focus efforts towards one-on-one case management, and strive to provide more personal support for those in need. Case managers will assist clients in obtaining basic needs as a first step towards improve their lives and futures.

- Improve coordination between separate KRFDC programs to ensure that resources are shared to fill gaps in assistance. Improved communication between programs is essential to maximizing the efficiency of assistance. The agency will explore new communication tools to better connect different programs with available resources.

Objective 6: Health Services

- Provide programs and services that help create and promote healthy families and communities. The health of individuals and families is a contributing factor of financial stability and the basis of a healthy community.

- Provide health services, including expanded services as funding allows, through the Healthcare for the Homeless Program.

- Assist local residents in understanding their options for health care coverage under the Affordable Care Act.
➢ Coordinate the delivery of comprehensive health services to children in Head Start and Early Head Start by assisting families in accessing preventative health and wellness services for their children. An environment which supports the mental health needs of children will also be provided.

**Objective 7: Family Support Services**

➢ Pursue opportunities to provide more GED, job training, and basic life skills instruction to the service population. These educational tools are a necessary foundation for self-sufficiency, family stability, and future community prosperity.

➢ Promote the maintenance of family unity where children’s safety can be supported, and maintain permanency for children. KRFDC will provide an array of family services that promote the safety and wellbeing of children and their families.

➢ Better evaluate the particular needs of the clientele and maintain a long-term focus and through case management initiatives. Promote a holistic approach which takes into account a full spectrum of variables that impact the client’s situation, and customize services to address specific needs.

➢ Empower families to achieve and sustain independence and self-sufficiency through a more tailored and focused approach. Agency programs will explore new and innovative methods to customize services based on the unique circumstances of each family.

**Objective 8: Transportation**

➢ Provide reliable, affordable transportation services so individuals may travel to and from work, recreation, retail and business destinations, as well as participate in community events.

➢ Provide reliable transportation services to students, faculty, and staff at Eastern Kentucky University without fee, as well as a shuttle to and from campus from off-campus housing.

**Objective 9: Senior and Adult Day Services**

➢ Improve the quality of life for seniors and special needs adults, their families, and their caregivers through senior citizens centers, home care, adult day care, and home delivered meals.
STRATEGIC GOAL 2: IMPROVE CONDITIONS

Work to provide homeownership opportunities for low-income households, prevent homelessness, provide rental and utility assistance, and provide financial management assistance to low and moderate income persons who may be at risk of becoming financially unstable.

Relates directly to ROMA Goal 2

Objective 1: Housing

- Assist low and moderate-income households through homebuyer education classes and one-on-one homeownership counseling that enables many families who never believed they could own homes to become homeowners.

- Provide rental assistance, security deposit assistance, case management, and other services and referrals to eligible individuals.

- Provide free weatherization services to income-eligible families and individuals to maximize energy efficiency.

- Assist eligible veteran families to maintain or obtain adequate housing best suited to their needs by working through a variety of housing provider partnerships.

- Explore alternative housing solutions to alleviate housing stability issues for low-income households. Measures to address a shortage of emergency housing programs and affordable family housing will be considered by the agency.

Objective 2: Energy Assistance

- Provide financial assistance to income-eligible households with home heating costs to ensure that families are not without heat over the harsh winter months.

Objective 3: Transportation

- Provide reliable, affordable transportation services so individuals may travel to and from work, recreation, retail and business destinations, as well as to and from the KRFDC offices.
STRATEGIC GOAL 3: GIVE LOW-INCOME INDIVIDUALS A STAKE IN THE COMMUNITY

Strive to increase both volunteer and client participation in agency programs, giving more individuals a stake in their communities. Strengthen the agency’s ability to address the needs of the community, and bridge the gap between marginalized populations within communities.

Relates directly to ROMA Goal 3

Objective 1: Volunteers

- Utilize the volunteer recruitment plan for the agency. In addition, all individual agency programs that depend on volunteers will be required to create a program-specific volunteer recruitment plan.

- Annually review and update Board bylaws, Financial Policies and Procedures, Personnel Policies, and other relevant documents pertaining to duties of governing and advisory volunteers.

- Promote a culture of volunteer involvement and complete community participation. Create incentives to increase the participation of families and parents in programs. Utilize volunteers and successful clients to assist others and provide an additional layer of support.

Objective 2: Clients

- Seek and enhance programming that improves client employability and develops financial literacy skills.

- Protect the most vulnerable populations from harsh deprivation with more robust emergency services.

- Explore the feasibility of mentorship programs, which could utilize successful former clients and other community members to provide an additional layer of support and guidance for clients.

- Expand the agency’s anti-poverty programming, as well as strengthen its case management and long-term self-sufficiency services to prevent and treat the underlying causes of poverty and homelessness.
➤ Assure all programs operate efficiently and effectively, achieve program goals, and meet intended outcomes. Evaluate and assess the impact of our service programs within the community regularly.

➤ Provide and/or connect clients with support groups and self-help groups to strengthen their support systems and increase the likelihood of their success.

➤ Provide an array of family services that promote the safety and wellbeing of children and their families.
STRATEGIC GOAL 4: IMPROVE COMMUNITY PARTNERSHIPS

Strengthen and expand relationships with other nonprofits, private industry, schools, colleges, faith-based organizations and local governments.

Relates directly to ROMA Goal 4

Objective 1: Collaboration

- Form and maintain collaborative relationships, both formal and informal, with other entities to increase the competitiveness of funding proposals and to maximize service availability for agency clientele.

- Establish and maintain partnerships with colleges/universities to serve students who may qualify for agency programs. Partnerships such as this may allow agency staff to receive specialized training, as well as input and guidance from college/university staff and faculty. This also provides the opportunity for the agency to utilize the talent of internship, work-study, and field placement students.

- Establish organizational ambassadors to represent KRFDC publically. These individuals will be responsible to maintain a working knowledge of programs and resources serving as liaisons between the agency and the greater community.

- Expand partnerships with community and faith-based organizations to develop coordinated systems of care for those in need.

- Partner with existing adult education programs to provide life skills training and further the educational pursuits of our clients.

- Promote recognition and inclusion of the non-profit sector in multi-sector partnerships and efforts.

Objective 2: Shared Service Delivery and Planning

- Utilize planning groups, task forces, consortiums, and other efforts with key stakeholders, agencies, and organizations to identify service gaps and avoid duplication of efforts.
➢ Deliver services in cooperation with public and private entities. New Pathways for Fathers and Families programming will be provided in county, state, and federal penal institutions and through collaboration with employers, churches, or other membership organizations. Moral Reconciliation Therapy (MRC) will be available to diversion clients participating in certain local court or jail programs.

➢ Coordinate efforts, both internally and externally, to maximize the resources available to the public. Improving communications with, and increasing participation in, other groups and organizations will grow awareness of existing community resources and foster future partnerships.

➢ Improve partnerships with area drug courts in an effort to combat the ongoing substance abuse crisis in our communities.
STRATEGIC GOAL 5: INCREASE CAPACITY

Enhance the capabilities of the agency employees by providing training opportunities and participation in professional credentialing. Expand services to meet the changing needs of the community, and expand community awareness of programs and services.

Relates directly to ROMA Goal 5

Objective 1: Human Resources and Staff Development

- Establish an annual training calendar to schedule the attendance of agency staff at training conferences, workshops and other informative events. KRFDC will provide training plans for all staff in order to improve job performance and enhance employee stability and advancement.

- Ensure that staff are equitably compensated as allowed by economic conditions and available financial resources.

- Continue the internship program in an effort to attract and develop the highest quality future employees.

- Perform annual wage and salary assessments to determine if the agency’s salary schedule is comparable to community action agencies and other nonprofits in the geographic region.

- Train agency staff in the performance of SWOT analysis and risk assessment to maximize the effectiveness and sustainability of agency programs and funding sources.

- Analyze finances, financial procedures, human resource policies, personnel policies, and procurement policies to ensure that resources are being used in the most efficient manner possible.

- Ensure that current employees, including employees that have recently been laid off or are in jeopardy of being laid off, receive preference for open positions for which they are qualified.

- Establish and implement a regularly occurring internal resource event in which all agency programs will be represented.
Objective 2: Community Awareness and Communication

➤ Update and post news releases, annual reports, and other information to the agency's website, Facebook page, and Twitter site.

➤ Utilize social media and traditional media to reach an increasing number of people and promote the agency's services and accomplishments to the community.

➤ Develop effective print marketing tools (brochures, rack cards, posters) on an ongoing basis for distribution throughout the service region.

➤ Increase the sharing of information, resources, and needs between programs and departments by improving internal communications. Equip staff to respond to the individual needs of clients in a more synergetic and comprehensive manner through the utilization of contemporary IT methods, increased interdepartmental meetings, and informational events.

Objective 3: Funding

➤ Explore opportunities to increase funding for providing basic needs.

➤ Develop an ongoing schedule for funding research to discuss program sustainability as well as to explore new avenues of funding.

➤ Update KRFDC Board of Directors on the financial viability of the organization through regular fund development reports presented at Board meetings.

➤ Assure that all programs operate efficiently and effectively, achieve program goals, and meet their intended outcomes. Evaluate and assess the impact of our service programs within the communities being served.

Objective 4: Health Services

➤ Provide programs and services that help create and promote healthy communities.

➤ Explore ways to address the need for expanded mental healthcare and fill-in existing gaps in healthcare services.

➤ Explore opportunities, potential programs, partnerships, and resources to address the impacts of community issues such as food insecurity, substance abuse, and physical health.
Address the rising levels of substance abuse in the KRFDC service region through the Liberty Place Recovery Center and the Health & Wellness Clinic directly. Explore other potential programs and partnerships in an effort to increase prevention and treatment options in the community.
STRATEGIC GOAL 6: ASSIST VULNERABLE POPULATIONS

Provide programming, resources, and services to vulnerable populations that are tailored to the needs of those clients. Work to empower marginalized individuals with a myriad of services aimed at increasing financial, social, and environmental stability and sustainability.

Relates directly to ROMA Goal 6

Objective 1: Senior Services

➢ Improve the quality of life for seniors, their families, and their caregivers through senior citizens centers, home care, adult day care, and home-delivered meals.

➢ Expand the availability of community-based and in-home services for seniors.

➢ Develop new peer and community support resources for elders, especially with respect to health care access and resources for unique populations (i.e. grandparents raising grandchildren).

Objective 2: Family

➢ Continue programs that support at-risk youth in pursuit of post-secondary education and prepare those populations for various careers through job training.

➢ Agency staff will provide various life skills assistance (budgeting, banking, cooking, personal hygiene, etc.) to promote self-sufficiency and self-reliance.

➢ Provide early childhood education to low-income families and individuals through Head Start and Early Head Start.

➢ Educate, strengthen, and support families to prevent child abuse and neglect through the Community Collaboration for Children program.
Objective 3: Basic Needs

➢ Provide housing for recovering substance abusers through Liberty Place Recovery Center to ensure that individuals remain in a healthy, supportive environment.

➢ Provide temporary assistance for veterans and their families to prevent those populations from becoming homeless through the Supportive Services for Veteran Families program.

➢ Improve the accessibility of transportation services.

➢ Address food insecurity within the service region by exploring partnerships with food banks, grocery stores, and other local providers.

Objective 4: Diversity

➢ Develop the ability to better accommodate clients from diverse cultures.

➢ Expand the organization’s capacity to attract and provide appropriate services to non-English speaking individuals.

➢ Explore ways to reach vulnerable individuals and families that have never received or been informed about the services that KRFDC provides.
5. CUSTOMER SATISFACTION SURVEY
Kentucky River Foothills would like your feedback. Please circle the statement that best describes your experience. Your answers will help us to better serve you and will remain confidential. Thank you for helping us to improve our services.

You received the services/assistance that you were seeking.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

Staff told you about other KRF services, assistance or resources that could help you.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

Your needs could not be met by KRF, but you were referred to another agency.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

You found staff to be respectful and courteous.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

The waiting area was clean and comfortable.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

You were given clear direction on what you needed to do to receive services.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

Staff focused on you and did not spend time with other issues or people while with you.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

The services you qualified for were provided to you.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

You were satisfied with the assistance you received.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

The following information is voluntary:

Name__________________________________________________________

Address_______________________________________________________

Phone_________________________________________ Email Address________________________________

Would you like to be contacted? Yes No

Would you like to volunteer with our Agency? Yes No
Kentucky River Foothills Development Council, Inc. (KRFDC) will conduct client satisfaction surveys annually. KRFDC will make available surveys to all program participants.

- Each program participant will be provided with a satisfaction survey
- The survey will be anonymous and drop off boxes will be located within each service facility. Clients who receive services that are provided off-site will be provided envelopes in which to return their surveys. No personal information will be required.
- Surveys will be coded by program/site to differentiate the service and/or location at which services were received
- Surveys will be tabulated using SPSS, Excel or a similar statistical program. KRFDC’s Executive Director will be responsible for acquiring data entry resources (MPA Intern, temporary employee, etc).
- The IT Director will be responsible for analyzing survey results.
- Results will be shared with our funding sources through required reports and dissemination activities.
- Results will be shared by the Executive Director with the Board of Directors at a Board of Directors meeting, and through Strategic Planning and Annual Report process.
- Results will be shared by the Executive Director with KRFDC program managers who work with program staff to respond to any service improvements that arise from the survey results.
- If significant changes have to be made to program designs or staff patterns, the program managers will work in consultation with the Executive Director, Deputy Executive Director, Chief Financial Officer, and HR Director to quickly develop a written work plan.

As part of the Annual Community Needs Assessment, random program participants will be surveyed regarding their level of satisfaction with the quality of services they have received as well as whether they felt Foothills staff did everything they could to help them. Respondents will be provided an opportunity to provide an explanation for rankings including a request to be contacted by a manager to discuss “bad” or “terrible” rankings. This information will be presented, along with a full Annual Community Needs Assessment report, to the board of directors and discussed with program managers so that
adjustments to programs can be made if necessary. The Public Information Officer is responsible for assuring that the Annual Community Needs Assessment is completed, the IT Director is responsible for assuring that the assessment data is analyzed, and the Executive Director is responsible for assuring that the results are presented to the board of directors.
6. AGENCY BUDGET
   a. ATTACHMENT B1
   b. ATTACHMENT B2
   c. BUDGET NARRATIVE
   d. ATTACHMENT B3
ATTACHMENT B1
### BUDGET COST CATEGORIES

<table>
<thead>
<tr>
<th>Category</th>
<th>Approved Budget</th>
<th>CSBG Administration</th>
<th>Education and Career Development</th>
<th>Income Infrastructure and Asset Building</th>
<th>Housing</th>
<th>Health and Social Behavioral Development (includes Nutrition)</th>
<th>Civic Engagement and Community Involvement</th>
<th>Mentors Supportive Services</th>
<th>Linkages</th>
<th>Agency Capacity Building</th>
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<tbody>
<tr>
<td>1. PERSONNEL</td>
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<tr>
<td>A3. NON-PERSONNEL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>0.00</td>
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</tr>
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<td>G1. SPACE COSTS</td>
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<td></td>
<td>3,117.00</td>
<td>1,070.83</td>
<td>0.00</td>
<td></td>
<td></td>
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<td>0.00</td>
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</tr>
<tr>
<td>G2. EQUIPMENT</td>
<td>0.00</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
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</tr>
<tr>
<td>G3. CONSUMABLE SUPPLIES</td>
<td>8,729.02</td>
<td></td>
<td>1,470.00</td>
<td>390.67</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>G4. UTILITIES</td>
<td>6,000.00</td>
<td></td>
<td>1,910.00</td>
<td>540.00</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>G5. TRANSPORTATION/TRANSPORT</td>
<td>5,000.00</td>
<td></td>
<td>500.00</td>
<td>500.00</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>G6. CLIENT SERVICES</td>
<td>0.00</td>
<td></td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>G7. STAFF DEVELOPMENT</td>
<td>1,920.00</td>
<td></td>
<td>313.68</td>
<td>187.00</td>
<td>0.00</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>H. OTHER COSTS</td>
<td>7,532.03</td>
<td></td>
<td>1,320.00</td>
<td>377.68</td>
<td>627.00</td>
<td></td>
<td></td>
<td></td>
<td>1,054.48</td>
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</tr>
<tr>
<td>H. INDIRECT COSTS</td>
<td>49,349.00</td>
<td></td>
<td>9,320.00</td>
<td>24,349.00</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td>49,349.00</td>
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<td>TOTALS</td>
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<td></td>
<td>43,440.00</td>
<td>12,410.32</td>
<td>9,210.00</td>
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<td>APPROVED BUDGET</td>
<td>237,320.00</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>68,371.40</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**SFY 2021 Allocation**
- Executive Director: $207,320
- CGSS Director: $150,000
- Finance Director: $150,000

**Carryover Amount**
- $5,000

**Total**
- $217,320

---

**Note:**
- Original Budget: $237,320
- Revised Budget: $237,320
- Monthly Invoiced: $68,371.40
- Final Invoice: $68,371.40

---

**Date:**
- Executive Director: 5/13/2020
- CGSS Director: 5/13/2020
- Finance Director: 5/13/2020
ATTACHMENT B2
<table>
<thead>
<tr>
<th>CODE</th>
<th>BUDGET/COST CATEGORIES</th>
<th>PROJECTED EXPENDITURES BY BUDGET/COST CATEGORIES BY THE SFY (FROM ATTACHMENT B1)</th>
<th>AGENCY CERTIFICATION OF IN-KIND EXPENDITURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SALARIES/WAGES</td>
<td>$ 216,066.00</td>
<td>$ 99,263.00</td>
</tr>
<tr>
<td>2</td>
<td>FRINGE BENEFITS</td>
<td>$ 93,339.00</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>CONSULTANT/CONTRACT SERVICE</td>
<td>$ -</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>SPACE COSTS</td>
<td>$ 18,340.00</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>EQUIPMENT</td>
<td>$ -</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>CONSUMABLE SUPPLIES</td>
<td>$ 8,704.07</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>UTILITIES</td>
<td>$ 6,000.00</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>TRANSPORTATION/TRAVEL</td>
<td>$ 5,000.00</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>CLIENT SERVICES</td>
<td>$ -</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>STAFF DEVELOPMENT</td>
<td>$ 1,800.00</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>OTHER</td>
<td>$ 7,532.00</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>INDIRECT</td>
<td>$ 40,349.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL PROJECTED EXPENDITURES</td>
<td>$ 397,130.07</td>
<td>$ 99,263.00</td>
</tr>
</tbody>
</table>

I certify that the total in-kind expenditures herein reported and designated in the categories above is from funds that are eligible for matching to cover the 20% required in local in-kind match. Signatures:

CSBG Director  
[Signature]  
[Date 5/13/2020]

CFO  
[Signature]  
[Date 5/13/2020]

Executive Director  
[Signature]  
[Date 5/11/2020]
Budget Narrative
Budget Justification Narrative

Personnel:
Kentucky River Foothills Development Council (KRFDC) is proposing to spend $216,066 in personnel costs for the Community Services Block Grant. The time spent by each staff position providing services in accordance to the grant is outlined in the Staffing Budget (Attachment B3).
Total Personnel: $216,066

Fringe Benefits:
The fringe benefits rate utilized for this budget is approximately 43% of all personnel costs. This includes 7.65% FICA, 28.05% for CERS retirement, 2% for Workers’ Compensation, 5% for Insurances (health, dental, long-term/short-term disability, and life insurance), and 1% annual leave/unemployment insurance.
Total Fringe: $93,339

Contractual:
KRFDC will contract with an independent accounting firm to complete an audit of its financial statements as required by OMB Uniform Guidance as the agency expends more than $750,000 in federal funds. The amount budgeted for this audit is included this coming year in the indirect cost line item.
Total Contractual: $0

Space Costs:
- Rent: Space needed for staff will cost approximately $12,000. Space costs are allocated on square footage occupied and revised monthly if changes are necessary.
- Building Maintenance: General minor maintenance to buildings will be allocated to the grant on the same formula as rent is calculated. Such expenses could include: general cleaning, security monitoring, lawn maintenance services, garbage collection, and etc. These costs are budgeted at $1,000.
- Telephone/Internet: Telephone expenses included monthly local service, long distance fees, internet fees, and employee cell phone reimbursement. Local service fees are allocated based on the same method used for rent and utilities, KRFDC estimates that approximately $5,340 will be spent for the year.

Total Space Costs: $18,340

Consumable Supplies:
- Office Expenses: Office expenses include peripheral office supplies (paper products and other expendables), as well as, general expenses incurred in daily business activities (TB Skin Tests, Hepatitis shots, business licenses/fees, etc.). The total budgeted for office expenses is to be $3,000.
- Printing/Copying: Materials and documents copied or printed at .08 cents per copy or general printings costs are estimated at $2,100
• Postage – Postage for information for clients, staff and other mailings are estimated at $3,604.07.

Total Consumable Supplies: $8,704.07

Utilities:

• Utilities – Utility costs are allocated using the same method as rent. The percentage formulated on this basis is used to calculate the amount of utilities used by the CSBG program. It is estimated that the cost will be $6,000 for the year.

Total Utilities: $6,000

Transportation/Travel:
The Community Services Block grant funds will be used for business travel for home visits, travel to staff meetings, travel to community meetings and client assistance. Some out of town travel is incurred for required training and education. The agency has adopted the Commonwealth of Kentucky rules for travel. Mileage rates are changed by the State each quarter. Mileage documentation is per actual mile of business related travel showing traveler, date, purpose and other information. Any out of town travel will follow State travel guidelines on submission of documentation.

Total Travel: $5,000

Client Services:

Client services – For clients of self-sufficiency, scholarship, emergency, and housing in instances when other emergency funds and similar funding is not available or does not apply.

Total Client Services: $0

Staff Development:
Training fees for Community Action Kentucky annual training, software training, case management training, staff random drug testing and background checks, and costs related trainings offered by CFHS.

Total Staff Development: $1,800

Other Costs:
Other costs are specified as follows:

• Liability Insurance – Insurances for general liability, property, employee dishonesty $3,500.
• Drug Testing and Background Checks. $625.
• Education Supplements – Education assistance to students of low-income families in pursuit of post-secondary education. Fees and textbooks, supplies. Budgeted amount (based on Education Allocation) is $3,407.

Total Other: $7,532
Administrative Cost:

INDIRECT COSTS - The agency is proposing an indirect cost rate. This rate proposal is to the US Department of Health and Human Services, the largest funding source of this organization. Indirect cost will be 15.7% of total direct salaries($216,066). The indirect cost pool includes agency executive staff and financial staff along with the space, materials and other costs associated with administration of grants. The total amount of indirect costs will be $33,922.

CASTINET ANNUAL MAINTENANCE FEE – The amount of annual maintenance fee for CASTINET, which is administered by Community Action of Kentucky, is expected to be $6,427.

Total Administrative: $40,349

Total Budget: $397,130.07

In –Kind

Local in-kind match (Attachment B2) certifies a planned $99,283 in match contributed to the program. Match comes largely in the form of volunteers and donated supplies. Voluntary time used in the program is documented with signed time records and entered into the books of record.

[Signature]
Date: 5/13/2020

[Signature]
Date: 5/11/2020
ATTACHMENT B3
## Percentage (%) of staff time projected to be spent in each CSBG service category

(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

<table>
<thead>
<tr>
<th>Staff Title</th>
<th>Program Duties</th>
<th>Administration</th>
<th>Employment</th>
<th>Education and Cognitive Development</th>
<th>Income Infrastructure and Asset Building</th>
<th>Housing</th>
<th>Health and Social Behavioral Development (Including Nutrition)</th>
<th>Civic Engagement and Community Involvement</th>
<th>Services Supporting Multiple Programs</th>
<th>Linkages</th>
<th>Agency Capacity Building</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Service Specialists (3)</strong></td>
<td>Provides direct services in each co. including: Intake and assessment, information and referral, &amp; case mgmt. Provides direct assistance.</td>
<td></td>
<td>17%</td>
<td>9%</td>
<td>9%</td>
<td>18%</td>
<td>14%</td>
<td>5%</td>
<td>15%</td>
<td>9%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>CSBG Director</strong></td>
<td>Provides trng for service providers, establishes &amp; monitors programs &amp; services, provides assist for self-development clients &amp; direct supervision to staff. Assists in providing supportive services. Responsible for ROMA, monthly narratives &amp; volunteer management.</td>
<td></td>
<td>17%</td>
<td>9%</td>
<td>9%</td>
<td>18%</td>
<td>15%</td>
<td>5%</td>
<td>14%</td>
<td>8%</td>
<td>5%</td>
</tr>
</tbody>
</table>
**Percentage (%) of staff time projected to be spent in each CSBG service category**

(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

<table>
<thead>
<tr>
<th>Staff Title</th>
<th>Program Duties</th>
<th>Administration</th>
<th>Employment</th>
<th>Education and Cognitive Development</th>
<th>Income Infrastructure and Asset Building</th>
<th>Housing</th>
<th>Health and Social Behavioral Development (Including Nutrition)</th>
<th>Civic Engagement and Community Involvement</th>
<th>Services Supporting Multiple Programs</th>
<th>Linkages</th>
<th>Agency Capacity Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aging Directors</td>
<td>Provides direct services to seniors including frail, homebound seniors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Program Developer</td>
<td>Provides volunteer management, organizes fund raising endeavors, designs</td>
<td></td>
<td>17%</td>
<td>9%</td>
<td>9%</td>
<td>19%</td>
<td>15%</td>
<td>5%</td>
<td>14%</td>
<td>8%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Percentage (%) of staff time projected to be spent in each CSBG service category
(This should reflect only staff positions providing direct delivery of CSBG services and paid with CSBG funds for those services. This includes information delivery, referrals, and direct services)

Signatures:

CSBG Director

Date 5/13/2020

CFO

Date 5/13/2020

Executive Director

Date 5/11/2020
7. BOARD MEMBER LIST,
ATTACHMENT C
# Attachment C  2021 MEMBERS OF THE BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>REPRESENTATIVES OF THE ELECTED PUBLIC SECTOR (1/3 of the members) Names, addresses and phone numbers:</th>
<th>REPRESENTATIVES OF LOW-INCOME INDIVIDUALS AND FAMILIES (at least 1/3 of the members) Names, addresses and phone numbers:</th>
<th>REPRESENTATIVES OF THE PRIVATE SECTOR (the remainder of the members) Names, addresses, and phone numbers:</th>
</tr>
</thead>
</table>
| Chris Pace  
34 South Main, Room 103  
Winchester, KY 40391  
859/745-0200 (work)  

Title of Public Official: Clark County Judge Executive | Sr. Loretta Spotila  
Interfaith Wellness  
Ministry P.O. Box 582 Irvine, KY 40336  
606/723-8505 | Ira Newman  
125 Lorraine Ct.  
Berea, KY 40403  
859/986-3795 |
| Reagan Taylor  
101 W. Main St.  
Richmond, KY 40475  
859/624-4700  

Title of Public Official: Madison County Judge Executive | Christine Randall  
531 Jones Road  
Clay City, KY 40312  
606/663-9119 | Marcinda Anne Martin  
2361 Donaldson Road  
Winchester, KY 40391  
859/771-1661 (home) |
| Donnie Watson  
130 Main Street, Room 101  
Irvine, KY 40336  
606/723-7524  

Title of Public Official: Estill County Judge Executive | Mary Higgins  
18 Denny Ave.  
Winchester, KY 40391  
859/745-0869 | Linda T. Ginter  
P.O. Box 2  
Richmond, KY 40476 (1732 Boonesborough Rd.  
859/661-2941 |
<table>
<thead>
<tr>
<th>Name</th>
<th>Address 1</th>
<th>Address 2</th>
<th>Phone 1</th>
<th>Phone 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>James Anderson</td>
<td>P.O. Box 506, Stanton, KY 40380</td>
<td>606/663-2834</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laura Sands</td>
<td>706 Princeton Dr., Winchester, KY 40391</td>
<td>859/302-2317</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teresa McKinley</td>
<td>129 Sandhill Church Rd., Irvine, KY 40336</td>
<td>859/582-7024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kathy Merriman</td>
<td>461 W. College Ave, Stanton, KY 40380</td>
<td>606/899-0117</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terry Davidson</td>
<td>PO Box 4692, Winchester, KY 40392</td>
<td>859/744-8733</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ashley Sweat</td>
<td>Partners for Education at Berea College Middle School, Berea, KY 40404</td>
<td>859/302-3436</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tammy Cole</td>
<td>161 School St., Richmond, KY 40475</td>
<td>859/779-5441</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Title of Public Official:
- Powell County Judge Executive
- Powell County Judge Executive Alternate
- Madison County Judge Executive Appointee

Total Number of Seats: 16
Number of Vacancies (Attach explanation of vacancies): 0
CFO Signature: Spencer Cathey
Executive Director Signature: Joella Bunn
CSBG Director or Designee Signature: Joella Bunn
Board Chair Signature: [Signature] Date: 5-11-20
8. BOARD MEETING SCHEDULE
1. Board Meeting Schedule

The schedule of board meeting for Kentucky River Foothills Development Council, Inc. is approved on a calendar year basis. For the period of July 1, 2020 through December 31, 2020 the approved schedule of board meetings is as follows:

July 8, 2020
August 5, 2020
September 2, 2020
October 7, 2020
November 4, 2020
December 2, 2020

The meetings for calendar year 2021 (encompassing the latter half of FY 2020/2021) will be approved by the Board of Directors at the December 2, 2020 meeting. When the schedule is finalized KRFDC will notify CHFS.
9. AGENCY TRIPARTITE BOARD BYLAWS
BY-LAWS OF KENTUCKY RIVER FOOTHILLS DEVELOPMENT COUNCIL, INC.

ARTICLE I
Name

1. The Corporation shall be known as Kentucky River Foothills Development Council, Incorporated, (KRFDC) whose offices and principle place of business shall be located in the City of Richmond, Kentucky, unless otherwise provided by the citizens in the four-county area of Clark, Estill, Madison and Powell in the State of Kentucky.

ARTICLE II
Purpose

1. The nature of the business to be transacted and promoted and carried on by this Corporation shall not be for profit but for the purpose of securing the optimum development of the human and economic potential of disadvantaged persons in the above named counties as well as in other areas with unmet needs. In the course of operating as a Community Action Agency as defined in KRS 273.410 the Corporation shall comply with all laws and regulations regarding Community Action Agencies.

2. The purpose of the Corporation is:

   exclusively for charitable and educational purposes. Said Corporation shall be for the benefit of the people of the Commonwealth of Kentucky, including, but not limited to the provision of early childhood education for low-income and handicapped children, housing for low and moderate income households, economic development, job training, and health and human services to benefit disadvantaged persons including those with special needs.

3. The further purposes for which this council is established is to participate directly or cooperatively with programs of the Federal Government, and also under any Public Acts of the Commonwealth of Kentucky, or political subdivisions thereof, and such other private, quasi-public bodies as may from time to time lend themselves to attaining the purpose of this Corporation.

ARTICLE III
Membership

1. Membership in KRFDC shall be open to any resident of Clark, Estill, Madison, and Powell counties who is eighteen (18) years old or older and who is willing to subscribe to the By-Laws and Charter under which this Corporation operates.

2. All policy-making decisions and supreme authority within this Corporation shall be vested in the Board of Directors, as set forth in Article IV, and in accordance with KRS 273.437.

ARTICLE IV
Board of Directors

1. The business affairs and policies of the Corporation shall be controlled by the Board of Directors.

2. In addition to all powers vested by law in the Board of Directors, it shall have, through delegation to the Executive Director in accordance with Board approved Financial Procedures, the power to
pursue or otherwise acquire, lease, sell, convey, transfer, assign, mortgage, pledge, or otherwise encumber or deal in any property rights, interests or privileges of the Corporation, upon such terms and conditions for such price as such board sees fit. The monetary amounts expended by the Executive Director for above stated purposes shall not exceed $150,000. Amounts in excess of this for any Corporation purpose must be approved by the Board. Payroll, fringe benefits, insurance and current established transactions are authorized to exceed that amount as regular payments.

3. The Board of Directors shall be responsible for the administration of the agency by setting major personnel, organization, fiscal and program policies, and determining overall plans and priorities. The Board shall determine policies and procedures for the Corporation subject to grant conditions.

4. The Board of Directors may design and implement program reviews and studies to determine under or over utilization of each program’s progress toward goals and objectives.

5. The Board of Directors shall elect officers and appoint an Executive Director in accordance with the Personnel Policies. The Executive Director, who is the Corporation’s only employee reporting directly to the Board of Directors, shall serve at the pleasure of the Board. The Executive Director shall perform functions as delegated to him/her in writing by the Board including day to day operations of the Corporation (including but not limited to all business operations, protection and development of KRFDC assets, and hiring, training, promotion, discipline and termination of employees). The Executive Director is not a voting member of the Board of Directors. The Executive Director and Chief Administrative Officer are authorized to sign corporate documents.

6. Board members must adhere to the Corporation’s Confidentiality Agreement, the Corporation’s Code of Ethics, the Corporation’s Conflicts of Interest Policy, and the Corporation’s Political Activity Policy.

7. KRFDC, a community action agency, is governed by a board of directors consisting of at least one-third members of the low-income community, exactly one-third public officials, and up to one-third members from the private sector. This board structure is defined by federal statute 42 USC 9910 and is known as a tripartite board. This structure brings together leaders from each of these sectors to collaborate on responses tailored to local needs. The Board of Directors shall have no more than 21 members and no less than 15 members as follows:

A. PUBLIC OFFICIALS

One-third of the members of the board are elected public officials (the Judge Executives of Clark, Estill, Madison, and Powell counties), holding office on the date of selection. The Judge/Executives may also appoint an individual to serve on the Board for that county. These appointed representatives need not be public officials themselves. An elected or appointed public official designated to serve on the Board in the manner described above, may choose one alternate to serve on the Board either full-time in his/her place or whenever he/she is unable to attend a meeting. These alternates, who need not be public officials themselves, shall have full authority to act for the public officials whom they represent at meetings of the Board, whenever the public official is not in attendance at the Board meeting.

B. REPRESENTATIVES OF THE LOW-INCOME

Not fewer than one-third of the members are persons chosen in accordance with democratic selection procedures adequate to assure that these members are representative of low-income
individuals and families. Each county shall elect at least one representative of the low-income and may elect one alternate who also represents the low-income. Representatives of the low-income are chosen in accordance with democratic selections procedures, either being elected at a specially called meeting or, by having been selected on the basis of a similar democratic process in another significant service to the low-income community. All low-income representatives selected to represent a particular geographic area (county) must live there.

Representatives of the low-income on the Board of Directors may be elected on a county-wide basis at a meeting held for that purpose in each county. The minimum notice of a meeting at which the election will occur shall be an announcement made twice in the principle newspaper of each county during the two weeks prior to the election meeting date.

At the meeting for election of representatives of the low-income, a presently serving Board member who represents public officials or private organizations shall preside at the meeting. The presiding Board member shall require each person intending to vote in the election to register, giving name, address and self-verification of income eligibility according to the most recent federal and state poverty guidelines.

Nominations are received from the floor. Any person present at the meeting, age 18 or over, may be nominated. Nominees need not be themselves low-income, but must be able to represent the low-income. Consent of the nominees is required. Nominations are posted by name. When nominations cease, eligible voters may cast their ballot by name.

The Board of Directors may also fill a vacancy among the representatives of the low-income by choosing a representative of another significant service to the community or community organization such as a school PTA, a faith-based organization leadership group; or an advisory board/governing council to another low-income provider, including the Head Start Policy Council, provided that such representative reside in the community and county to be represented and that a community organization shall have elected the member in some form of democratic procedure.

C. REPRESENTATIVES OF PRIVATE ORGANIZATIONS

The remainder of the members are officials or members of business, industry, labor, religious, welfare, law enforcement, education, or other major groups and interests in the community served. Private sector representatives are commonly involved with community groups or interests that will be good partners for the Corporation, and its programs or who have the skills, experience, and resources (e.g. financial expertise, fundraising skills, contacts, etc.) that the Corporation needs.

Members of the board elected to represent the low-income or private sectors shall exclude elected public officials, government employees, employees of political subdivisions or employees of any quasi-governmental organization.

The Board will comply with membership composition requirements imposed by its grant sources.

D. VACANCIES

If any vacancy shall occur among the directors by reason of death, resignation, absence, or otherwise, the vacancy shall be filled by the same method of selection for such representative as in the case before the vacancy to fill the remainder of term with the option to seek election for two additional terms.
E. TERMS OF OFFICE/REMOVAL OF BOARD MEMBERS

Members shall be informed in writing of their term with beginning and ending dates of service.

County Judge Executives or their alternates serve on the Board for the duration of the term of office of the official. Appointed representatives of the County Judges may serve two consecutive terms of four years each. After serving two consecutive terms and followed by one year off the Board, appointed representatives may serve again by re-appointment for a maximum of two additional terms.

An alternate or appointed representative of a public official may be removed from membership only by the designating official(s) themselves. The Board may petition the designating official(s) for removal of a public representative.

Private and low-income sector representatives shall have designated terms of four years and may serve two consecutive terms. After serving two consecutive terms and followed by one year off the Board, private and low-income sector representatives may serve again by re-election or re-appointment for a maximum of two additional terms.

Members representing the low-income and private sectors, as well as public appointed representatives, may be removed from the Board for three (3) absences in a calendar year from all scheduled Board and Committee meetings, moving out of the county represented, failure to comply with Corporations Conflict of Interest Policy, failure to comply with the Corporation's Confidentiality Agreement, failure to comply with the Corporation's Code of Ethics, failure to comply with the Corporation's Political Activity Policy, taking actions that are against the best interests of the Corporation, or for good cause. When a member plans to be absent they must contact the Board Secretary.

F. OTHER

With the exception of current Head Start parents, all Board members are required to be off the board for one year before being eligible to be hired by the Corporation. Current Head Start parents are given priority for hiring within Head Start and shall have no waiting period for consideration of employment following their resignation from the board of directors.

No current board member or contractor will be an employee or immediate family member of an employee of the Corporation.

Any application submitted for employment with this Corporation involving pay for services rendered by a business partner or member of any director's family or member of their household; spouse, domestic partner, father, father-in-law, mother, mother-in-law, son, daughter, brother, sister, stepfather, stepmother, stepbrother, stepsister, stepson, stepdaughter, grandmother, grandfather, shall be preceded by written resignation from the Board by the affected director or such application shall not be considered by the Board, executive director, or any of the agents or committees.

No Board member or any member of his/her immediate family as outlined above shall benefit financially from any transactions or decisions by this Board.

Annual Conflict of Interest disclosures are required according to a board approved Conflict of Interest Policy. Board members, employees, and agents must disclose any conflict of interest
immediately. No board member, employee, or agent may participate in the selection, award or administration of a contract if a real or apparent conflict of interest would be involved. Board members, employees, and agents shall not solicit, accept or give gratuities, favors of anything of monetary value (over $25) from contractors, or parties to subagreements. Board members violating these terms are subject to dismissal from the board. Members of the Board are eligible to receive mileage reimbursement at the currently approved agency rate and daycare cost at minimum wage for attending official Board meetings. If a member is traveling out of the area on official Board business, expenses involving travel and per diem are allowable in accordance with the agency's current travel reimbursement schedule.

Board members and members of his/her immediate family as outlined above shall remain eligible for any agency service of which he or she qualifies in accordance with funding source guidelines.

As members of the Corporation's governing authority, it is imperative that board members avoid dual relationships and maintain appropriate boundaries.

The board operates as a corporate body, and only the full board may make decisions. Individual board members exercise their authority as a board member when they vote to take action at a board meeting. Individual board members, alone, have no authority to make decisions or take action to affect the management of the Corporation. Without the consent of the board, an individual board member has no authority to act on behalf of the Corporation.

All members of the Board of Directors shall be covered under the organization's Directors and Officers Liability Insurance for their official acts.

Persons employed by the Corporation must wait one year after their last day of employment to be eligible to serve on the Board. Former employees who have been involuntarily terminated from employment are not eligible to serve on the board.

**ARTICLE V**

**Officers**

1. The officers of the Board of Directors shall be Chair, Vice-Chair, Secretary, and Treasurer and shall be elected from the membership of the Board to serve two year terms. The Board also elects four at-large members (Executive Committee) to serve two year terms. Elections may be held at any time in case of vacancy or at the pleasure of the Board.

2. A Nominating Committee of three or more members who have served on the Board for at least two years, and the employee who is Secretary of the Board will be appointed by the Board Chair at a full Board of Directors meeting two months prior to the annual meeting. This committee will select a slate of candidates, other than themselves, for the four offices and for the four at-large members to be nominated to serve as the Executive Committee. Other nominations will be allowed from the floor at the time it is presented. Any candidate nominated to hold an office or to serve on the Executive Committee must have served on the Board for two full years before being nominated.

3. The duties of the officers shall be as follows:

   A. **CHAIR:** The Chair shall be the principal representative of the Corporation and is subject to the control of the Board, and shall, in general, supervise all of the business and affairs of the Corporation. When present, the Chair shall preside at all meetings of the Board. The Chair-
may sign, with any designated individual authorized by the Board, any contract, check, agreement or other instrument which the Board has authorized. The Chair shall, in general, perform all duties incidental to the office of Chair and such other duties as may be prescribed by the Board from time to time.

B. VICE-CHAIR: The Vice-Chair shall perform all duties of the Chair of the Board in the absence of that officer. The Vice-Chair may perform such other duties as assigned by the Board.

C. SECRETARY: The Secretary shall: (a) ensure that the minutes of the Board are kept, (b) see that all notices are duly given in accordance with the provisions of these by-laws and as required by law; and (c) perform all functions as before mentioned for the Chair and Vice-Chair in the event that both are absent at a meeting.

D. TREASURER: The Treasurer shall: (a) have charge of and be responsible for all funds of the Corporation, (b) in general, perform all duties incident to the office of Treasurer and (c) perform all functions as above mentioned in the event that the Chair, Vice-Chair and Secretary are absent at a meeting. The Treasurer shall also serve as Chair of the Finance Committee.

ARTICLE VI
Meetings

1. The schedule of regular meetings shall be determined by the Board of Directors. The Board of Directors shall meet monthly. The Board will alternate between physical and telephone only meetings. Members may attend up to three of the physical meetings by telephone (“physical meeting” is defined as traditional face-to-face meeting). No physical meeting will take place when telephone meetings are scheduled. Special meetings may be called by the Chair. Meetings will be rotated among service counties.

2. A quorum shall be a simple majority of the total Board membership and no business shall be conducted unless a quorum is present, physically or by video or telephone conference. In emergency situations that prevents a regularly scheduled board meeting from being held, such as inclement weather, board members may participate in regular or special meetings by any means of communication by which all directors participating may simultaneously hear each other during the meeting. A majority of the Board sufficient to pass any proposed business refers to those present and voting. Being both visually and auditorially present via electronic media is the same as being physically present. The act of the majority of the directors at any meeting which a quorum is present shall be an act of the Board. Each member of the Board is entitled to one vote. Proxy voting is prohibited. Secret ballot may be used in voting on all motions to call a closed session of the Board, remove a member for cause, hire or fire an Executive Director of the Corporation, or elect any officer of the Corporation. Alternates may vote only in the absence of the Board member whom they represent.

3. No business shall be brought before the Board unless an agenda and the necessary and pertinent information shall have been received by members of the Board at least three days prior to the Board meetings at which time said businesses will be decided upon. The Board may waive the above provision with a 2/3 majority vote of the members present. Notice stating the place, date and time of each meeting shall be distributed by email to each Board member three working days before the meeting. If a member refuses to accept electronic notices, a written notice will be mailed.

4. No meeting, be it regularly scheduled or special call, may address the (a) removal of a member of
the Board for cause; (b) the election of officer(s) of the Board; (c) the amendment of revision to these by-laws; or, (d) the hiring or firing of the Executive Director, (e) matters of dissolution of the Corporation unless voted on by a 2/3 majority vote of the full board.

5. All regular and special meetings shall be open to the general public. Meetings may be closed in accordance with KRS 61.810 as amended to include litigation, the acquisition of property, discussion of serious personnel matters, or other reasons where Federal or State law requires the discussion to be private. The Board of Directors shall provide notice in the regular open meeting of the general nature of the business to be discussed in closed session and/or the reason for the closed session. In these situations, a member can make a motion to go into closed session. If the motion is adopted, all nonmembers are requested to leave the meeting, until the members vote to end the closed session. No matters may be discussed at a closed session other than those publicly announced prior to convening the closed session. No official action may be taken in closed session. There will be no video or teleconference access to closed sessions.

6. Floor privileges shall be granted to persons who are not members of the Board. The Chair shall reserve no less than five minutes of public comment per guest, notwithstanding that the Chair may limit the total length of public comment.

7. The meeting of the Board of Directors shall be recorded and a written transcription made. The minutes shall include, but not be limited to:
   a) Date, time and place of meeting.
   b) Names of members attending.
   c) Topics discussed problems, and plans for change and improvements.
   d) Decisions reached and actions taken, target dates for implementation of recommendations.
   e) The Executive Director's report and such other reports as are presented.

The minutes shall be approved by the Board of Directors and signed by the Chair. A copy of the minutes shall be distributed to each Board member, Executive Director, and the Cabinet for Health and Family Services. All records pertaining to the Board of Directors shall be maintained at the Corporation's administrative office and shall be subject to review by any regular member or employee at any reasonable time.

8. The parliamentary procedure of all meetings of the Corporation shall be conducted in accordance with Robert's Rules of Order, Revised.

ARTICLE VII
Committees

1. The Corporation believes that a Committee structure is important to furthering Board activities. Committees include Executive Committee, Finance Committee, Audit Committee, Personnel & Policy Committee, Nominating Committee, and By-Laws Committee.

A. The Executive Committee provides leadership and direction to the Board of Directors and the Corporation. The Executive Committee is composed of four officers (Chair, Vice-Chair, Secretary, and Treasurer) and four at-large members selected by the Nominating Committee and approved by the Board. As much as feasible its membership should reflect the general composition of the full Board. The Executive Committee is empowered to transact routine and ordinary business of the agency although the Board shall review its decisions. The Board of Directors conducts the annual performance appraisal of the Executive Director and sets his/her compensation.
B. The Finance Committee of three or more members reviews the Corporation's annual budget prior to its presentation to the board, reviews potential revenue sources, and reviews potential expansion and/or cuts in existing services provided by the Corporation. The Finance Committee appoints an Audit Committee of three or more members.

C. The Audit Committee of three or more members selects the auditor or auditing firm for the agency, oversees the audit process, approves any non-audit services provided by the auditor, and oversees internal controls. The Audit Committee will ensure that the auditor's management letter of concerns are addressed and resolved.

D. The Personnel and Policy Committee of three or more members guides the development and review of agency policies including, but not limited to Affirmative Action and Equal Opportunity.

E. The Nominating Committee of three or more members is responsible for the general affairs of the board. The Board Development Committee will prepare priorities for board composition, meet with prospective board members and recommend candidates to the board, assist in conducting orientation sessions for new board members, and organize training sessions for the entire board. The Board Development Committee also responsible for presenting a slate of candidates to the board, other than themselves, that will include candidates for the Executive Committee.

F. The By-Laws Committee of two or more members makes necessary recommendations to the Board for revisions and/or additions to the Corporation's By-Laws. The By-Laws Committee is responsible for the annual review of By-Laws to ensure that they enable the Board and its committees to function effectively and to assure that the By-Laws are in compliance with applicable government instructions.

2. Additional committees may be appointed from time to time by the Board, or its Chair, on specific subjects.

3. All committees shall, as much as feasible, fairly reflect the composition of the Board of Directors with all four counties being represented.

4. The Chair shall appoint the committee and may remove any member from the committee for consistent absenteeism subject to notice and procedure requirements.

5. Any and all acts of other standing and special committees are considered to be recommendations until ratified by the Board at a regularly called business meeting.

6. A simple majority of any committee shall constitute a quorum of that committee. Any act of the majority of a committee at which a quorum is present shall constitute an act of that committee.

7. Each member of any committee must be notified by email of the time, date and location of such meeting at least three (3) days before the committee shall meet. The requirement for notice may be waived, however, upon written agreement of all members of the committee which is meeting.
ARTICLE VIII
Board Member Indemnification

1. Kentucky River Foothills Development Council, Inc. will provide financial protection for its directors, individually and as a Corporation, against expenses and liabilities incurred as a result of actual or threatened legal actions connected with the director's acts as board members in service to this Corporation, provided that the director's actions have been lawful and meet the standards of conduct for directors and officers as described in Kentucky Revised Statutes, Chapter 273 and any amendments to such statutes.

ARTICLE IX
By-Law Amendment

1. By-Laws of the Corporation may be made, amended, or revised by 2/3 majority vote of the full board.

2. No by-laws or amendments may be voted upon by the Board of Directors unless each director has been emailed a copy of the proposed change or changes at least three (3) days prior to the proposed meeting.

3. Subject to the Corporation charter and Federal and State laws and directives, interpretation of these by-laws shall be made by the Board.

4. Questions of Board membership, structure, or organization shall be resolved by the Board only and no other part of this Corporation in any and all cases and without exception. The board may direct an agent to undertake a study of Board membership, structure, or organization, but the power of said agent is to make recommendations only and no action may be taken on such recommendations without approval of the Board as constituted prior to such actions.

ARTICLE X
Healthcare for the Homeless

In regard to the Board of Directors' oversight of the HRSA Bureau of Public Health Healthcare for the Homeless (HCH) grant received by the agency, the board will assure the following:

a) Board size must be at least 9 and no more than 25 members, with either a specific number or range of board members prescribed.

b) At least 51 percent of board members must be patients served by the health center. As a Community Action Agency whose board composition is prescribed by both federal and state laws, KRFDC cannot comply with this requirement. Rather it requests a waiver from HRSA to meet this requirement through a Healthcare for the Homeless Community Advisory Council that has a majority representation of HCH current and former consumers.

c) Patient members of the board, as a group, must reasonably represent the patient population in terms of demographic factors (e.g., race, ethnicity, gender).

Through HCH reports provided to the Board of Directors regarding the composition of the HCH Community Advisory Council, the Board will assure that the patient members of the Advisory Council are demographically representative of the patient population.
d) Non-patient members must be representative of the community in which the health center is located, either by living or working in the community or by having a demonstrable connection to the community.

Through HCH reports provided to the Board of Directors regarding the composition of the HCH Community Advisory Council, the Board will assure that the non-patient members of the Advisory Council are representative of Powell and Estill counties, either by living or working in the community or by having a demonstrable connection to the community.

e) Non-patient members must be selected to provide relevant expertise and skills (e.g., community affairs, local government, finance and banking, legal affairs, trade unions and other commercial and industrial concerns, social services).

Through HCH reports provided to the Board of Directors regarding the composition of the HCH Community Advisory Council, the Board will assure that the non-patient members of the Advisory Council possess expertise and skills that are complementary to the needs of HCH (e.g., community affairs, local government, finance and banking, legal affairs, trade unions and other commercial and industrial concerns, social services).

f) No more than one-half of non-patient board members may earn more than ten percent of their annual income from the health care industry.

The board of directors will assure that no more than half of its members earn more than 10% of their annual income from the health care industry.

g) Health center employees, contractors, and immediate family members of employees may not be health center board members.

No KRFDC employees (which includes HCH employees), contractors, and immediate family members of employees may serve on the Board of Directors. This is reflected on page 4 of the bylaws.

h) Meetings must occur monthly.

As stated on page 6, the Board of Directors shall meet monthly.

i) Approving the selection and dismissal or termination of the Project Director/CEO.

This is addressed on page 2. The Board of Directors shall appoint an Executive Director in accordance with the Personnel Policies. The Executive Director, who is the Corporation's only employee reporting directly to the Board of Directors, shall serve at the pleasure of the Board.

j) Evaluating the Project Director/CEO.

This is addressed on page 7. The Board of Directors conducts the annual performance appraisal of the Executive Director and sets his/her compensation.

k) Approving applications related to the health center project, including approving the annual budget, which outlines the proposed uses of both federal Health Center Program award and non-federal resources and revenue.

The board of directors will approve applications related to the Healthcare for the Homeless program, including approving the annual budget which outlines the proposed uses of both federal HRSA HCH funding and non-federal resources and revenue.

l) Approving proposed sites, hours of operation, and services, including subawarding or contracting for a substantial portion of the proposed services.

The board of directors will approve proposed HCH sites, hours of operation, and services, including subawarding or contracting for a substantial portion of the proposed services.

m) Evaluating the performance of the health center.

In collaboration with the Healthcare for the Homeless Community Advisory Council, the Board of Directors will be responsible for ensuring that the performance of the health center is evaluated and that performance indicators, such as quality improvement and productivity reports, are regularly presented for the board’s review.

n) Establishing or adopting policy related to the operations of the health center.

The Board of Directors will approve all policies related to the operation of the Health Care for Homeless program.
BY-LAWS OF KENTUCKY RIVER FOOTHILLS DEVELOPMENT COUNCIL, INC.

o) Assuring the health center operates in compliance with applicable federal, State, and local laws and regulations.
   The Board of Directors will assure that the Healthcare for the Homeless program is operated in accordance with applicable federal, state, and local laws and regulations.

p) The Board of Directors must have one representative on the board from/for the special population served by the HCH who can clearly communicate the needs of the homeless population.
   The Board of Directors will assure that there is at least one board member who is a former or current homeless individual that qualifies (or has qualified) for HCH services.

ARTICLE XI
Fiscal Year

The Fiscal year of the Corporation shall begin on July 1st and end on June 30th.

ARTICLE XII
Dissolution

In the event of the dissolution of this Corporation, its assets shall be distributed in accordance with applicable State law, Federal law, corporate charter and all applicable contractual commitments.

Approved by the Board of Directors: Amendment Dated November 16, 2017.

IN WITNESS WHEREOF,
We have subscribed our names this the 16th day of November 2017.

Ira Newman, KRFDC Board Chair

ATTEST:

Karen Atkins, Secretary to the Board
10. LOGIC MODEL (D1)
### Logic Model

**Agency Capacity Building**

<table>
<thead>
<tr>
<th>Program/Services:</th>
<th>Agency Staff and Board Training</th>
<th>□ Family</th>
<th>X Agency</th>
<th>□ Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identified Problem, Need, Situation</td>
<td>Identify the timeframe, Identify the # of clients served or the # of units offered.</td>
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<tr>
<td>Service or Activity</td>
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<tr>
<td>Outcome</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Outcome/Indicator</td>
<td>Projected # and % of clients who will achieve each outcome. or Projected # and % of units expected to be achieved</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action Results</td>
<td>Actual # and % of clients who achieve each outcome. or Actual # and % of units achieved.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measurement Tool</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Data Source, Collection Procedure, Personnel</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Frequency of Data Collection and Reporting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Planning</td>
<td>(2) Intervention</td>
<td>(3) Intervention</td>
<td>(4) Intervention</td>
<td>(5) Impact</td>
</tr>
<tr>
<td>Mission: To maintain strong leadership within the agency's board and staff.</td>
<td></td>
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</tbody>
</table>

**Proxy Outcome:**
<table>
<thead>
<tr>
<th>Identified Problem, Need, Situation</th>
<th>Service or Activity</th>
<th>Outcome</th>
<th>Outcome/Indicator</th>
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<td>(3) Intervention</td>
<td>(4) Intervention</td>
<td>(5) Impact</td>
<td>(6) Accountability</td>
<td>(7) Accountability</td>
<td>(8) Accountability</td>
</tr>
<tr>
<td>Unemployed individuals need employment</td>
<td>Unemployed individuals will obtain employment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployed individuals need to maintain employment</td>
<td>Unemployed individuals maintain employment for 90 days</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Unemployed individuals maintain employment</td>
<td>Unemployed individuals maintain employment for 180 days</td>
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</tr>
</tbody>
</table>

**Mission:** To provide individuals with assistance to obtain and maintain employment

**Proxy Outcome:**

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Gradually, the table provides a structured breakdown of the Logic Model for Employment, detailing objectives, actions, and the expected outcomes, which helps in tracking and evaluating the progress and effectiveness of the employment programs.
<table>
<thead>
<tr>
<th>Identified Problem, Need, Situation</th>
<th>Service or Activity</th>
<th>Outcome</th>
<th>Outcome/Indicator</th>
<th>Action Results</th>
<th>Measurement Tool</th>
<th>Data Source, Collection Procedure, Personnel</th>
<th>Frequency of Data Collection and Reporting</th>
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</thead>
<tbody>
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<td>(1) Planning</td>
<td>(2) Intervention</td>
<td>(3) Intervention</td>
<td>(4) Intervention</td>
<td>(5) Impact</td>
<td>(6) Accountability</td>
<td>(7) Accountability</td>
<td>(8) Accountability</td>
</tr>
<tr>
<td>Homeless individuals lack safe, temporary shelter</td>
<td>Identify the timeframe, identify the # of clients served or the # of units offered.</td>
<td>Homeless individuals obtain safe, temporary shelter</td>
<td>Projected # and % of clients who will achieve each outcome. or Projected # and % of units expected to be achieved</td>
<td>Actual # and % of clients who achieve each outcome. or Actual # and % of units achieved.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals lack safe, affordable housing</td>
<td></td>
<td>Individuals obtain safe, affordable housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals need to maintain safe, affordable housing</td>
<td></td>
<td>Individuals maintain safe, affordable housing for 90 days</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Individuals maintain safe, affordable housing for 180 days</td>
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<td></td>
</tr>
</tbody>
</table>

Mission: To assist eligible individuals and families with safe and affordable housing

Proxy Outcome:
### Logic Model

**Education and Cognitive Development**

<table>
<thead>
<tr>
<th>Program/Services: Educational Supports &amp; Skills</th>
<th>X Family</th>
<th>□ Agency</th>
<th>□ Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identified Problem, Need, Situation</td>
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<tr>
<td>Identify the timeframe,</td>
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<tr>
<td>Identify the # of clients served or the # of units offered.</td>
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<tr>
<td>(6) Accountability</td>
<td>(7) Accountability</td>
<td>Frequency of Data Collection and Reporting</td>
<td></td>
</tr>
<tr>
<td>Individually lack post-secondary associate degrees</td>
<td>Individuals receive post-secondary associate degrees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individually lack post-secondary bachelor degrees</td>
<td>Individuals receive post-secondary bachelor degrees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individually lack post-secondary educational supports</td>
<td>Individuals receive post-secondary educational supports</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Mission:** To provide educational supports for individuals to obtain post-secondary degrees

**Proxy Outcome:**
# Logic Model

## Health and Social Behavioral Development

<table>
<thead>
<tr>
<th>Program/Services: Parenting and Healthcare</th>
<th>X Family</th>
<th>□ Agency</th>
<th>□ Community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Identified Problem, Need, Situation</strong></td>
<td>Service or Activity</td>
<td>Outcome</td>
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</tr>
<tr>
<td>Identify the timeframe, Identify the # of clients served or the # of units offered.</td>
<td>(1) Planning</td>
<td>(2) Intervention</td>
<td>(3) Intervention</td>
</tr>
<tr>
<td>Individuals lack parenting skills</td>
<td>Individuals have parenting skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals need improved physical health and well-being</td>
<td>Individuals obtain improved physical health and well-being</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals need improved mental health and well-being</td>
<td>Individuals obtain improved mental health and well-being</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Mission:** To promote safety, well-being, strength and stability of children and families and to improve physical and mental health

**Proxy Outcome:**
## Logic Model

### Income Infrastructure and Asset Building

<table>
<thead>
<tr>
<th>Program/Services: Self-Sufficiency Program</th>
<th>X Family</th>
<th>□ Agency</th>
<th>□ Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identified Problem, Need, Situation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify the timeframe,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify the # of clients served or the # of units offered.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service or Activity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome/Indicator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action Results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measurement Tool</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Source, Collection Procedure, Personnel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequency of Data Collection and Reporting</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(1) Planning</th>
<th>(2) Intervention</th>
<th>(3) Intervention</th>
<th>(4) Intervention</th>
<th>(5) Impact</th>
<th>(6) Accountability</th>
<th>(7) Accountability</th>
<th>(8) Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals lack capacity to meet basic needs</td>
<td>Individuals meet basic needs for 90 days</td>
<td>Individuals meet basic needs for 180 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Mission:** To provide case management services, giving the ability for individuals to meet basic needs

**Proxy Outcome:**
11. EQUAL OPPORTUNITY PLAN/
AFFIRMATIVE ACTION PLAN
AFFIRMATIVE ACTION PLAN

Kentucky River Foothills Development Council, Inc.

BE IT RESOLVED BY KENTUCKY RIVER FOOTHILLS DEVELOPMENT COUNCIL, INC. AS FOLLOWS:

1. **Statement of Policy:** The affirmative action policy of Kentucky River Foothills Development Council, Inc. (hereafter referred to as “KRFDC”) is to promote equal employment opportunity: to prohibit discrimination in employment on account of race, religion, color, sex, age, sexual orientation, national origin, disability, marital status, familial status, veteran status, political affiliation, or gender identity; and to bring about a fair representation and utilization of females and minorities on all levels of employment.

2. **Dissemination of Policy:** KRFDC will advise all employees and applicants for employment of this policy and will post in a conspicuous place. KRFDC will make known to the public that employment opportunities are available on the basis of individual ability and will encourage all persons who are employed by KRFDC to strive for advancement on that basis.

3. **Personnel Actions:** KRFDC will actively recruit qualified or qualifiable persons among females and minorities on a nondiscriminatory basis for all available job openings at every level; and KRFDC will ensure every employee equal treatment in respect to terms and conditions of employment, job assignment, compensation, access to training and promotions.

4. **Workforce Utilization:** Goals and Timetables: KRFDC will analyze the utilization of females and minorities in its workforce and compare its percentage of female and minority staff to that of the population in its four county core service area according to the latest official census. The goal of KRFDC is to bring about comparable utilization in all categories within the next five years.

5. **Responsibility for Implementation:** The Director of KRFDC, or designee shall be responsible for the implementation of this Affirmative Action Plan, including maintenance of the Equal Employment Opportunity (EEO) statistical information and hearing complaints of discrimination by any employees or prospective employees of KRFDC, with a final appeal to the Board of Directors or a designated committee.

6. **Evaluation and Reports:** The person given responsibility for implementation of this Plan shall examine its operation periodically and shall report the progress being made, together with recommendations for improvements in the Plan, to the Board of Directors at least once every year.

ADOPTED THIS 6th DAY OF NOVEMBER 2019

PRESIDENT: [Signature]
Paula Masionchi, Board Chair/President

ATTEST: [Signature]
Brian Mullins, Executive Director
12. MODULE 2, EXPENDITURES, CAPACITY AND RESOURCES
## Module 2, Section B: CSBG Eligible Entity Capacity Building - Data Entry Form

Name of CSBG Eligible Entity: Kentucky River Foothills Development Council, Inc.

<table>
<thead>
<tr>
<th>B.1. CSBG Eligible Entity Reporting Period</th>
<th>&quot;X&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.1a. July 1 - June 30</td>
<td></td>
</tr>
<tr>
<td>B.1b. October 1 - September 30</td>
<td></td>
</tr>
<tr>
<td>B.1c. January 1 - December 31</td>
<td>auto-populated from Module 2, Section A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B.2. Hours of Agency Capacity Building (e.g. training, planning, assessment):</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.2a. Hours of Board Members in capacity building activities</td>
<td>*</td>
</tr>
<tr>
<td>B.2b. Hours of Agency Staff in capacity building activities</td>
<td>*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B.3. Volunteer Hours of Agency Capacity Building (e.g. program support, service delivery, fundraising):</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.3a. Total number of volunteer hours donated to the agency</td>
<td>*</td>
</tr>
<tr>
<td>B.3a.1. Of the above, the total number of volunteer hours donated by individuals with low-incomes</td>
<td>*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B.4. The number of staff who hold certifications that increase agency capacity to achieve family and community outcomes, as measured by one or more of the following:</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.4a. Number of Nationally Certified ROMA Trainers</td>
<td>*</td>
</tr>
<tr>
<td>B.4b. Number of Nationally Certified ROMA Implementers</td>
<td></td>
</tr>
<tr>
<td>B.4c. Number of Certified Community Action Professionals (CCAP)</td>
<td></td>
</tr>
<tr>
<td>B.4d. Number of Staff with a child development certification</td>
<td></td>
</tr>
<tr>
<td>B.4e. Number of Staff with a family development certification</td>
<td></td>
</tr>
<tr>
<td>B.4f. Number of Pathways Reviewers</td>
<td></td>
</tr>
<tr>
<td>B.4g. Number of Staff with Home Energy Professional Certifications</td>
<td></td>
</tr>
<tr>
<td>B.4g.1. Number of Energy Auditors</td>
<td>*</td>
</tr>
<tr>
<td>B.4g.2. Number of Retrofit Installer Technicians</td>
<td>*</td>
</tr>
<tr>
<td>B.4g.3. Number of Crew Leaders</td>
<td>*</td>
</tr>
<tr>
<td>B.4g.4. Number of Quality Control Inspectors (QCI)</td>
<td>*</td>
</tr>
<tr>
<td>B.4h. Number of LEED Risk Certified assessors</td>
<td></td>
</tr>
<tr>
<td>B.4i. Number of Building Performance Institute (BPI) certified professionals</td>
<td></td>
</tr>
<tr>
<td>B.4j. Number of Classroom Assessment Scoring System (CLASS) certified professionals</td>
<td>*</td>
</tr>
<tr>
<td>B.4k. Number of Certified Housing Quality Standards (HQS) Inspectors</td>
<td></td>
</tr>
<tr>
<td>B.4l. Number of American Institute of Certified Planners (AICP)</td>
<td></td>
</tr>
<tr>
<td>B.4m. Other (Please specify others below):</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B.5. Number of organizations, both public and private, that the CSBG Eligible Entity actively works with to expand resources and opportunities in order to achieve family and community outcomes:</th>
<th>Unduplicated Number of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.5a. Non-Profit</td>
<td>*</td>
</tr>
<tr>
<td>B.5b. Faith Based</td>
<td>*</td>
</tr>
<tr>
<td>B.5c. Local Government</td>
<td>*</td>
</tr>
<tr>
<td>B.5d. State Government</td>
<td>*</td>
</tr>
<tr>
<td>B.5e. Federal Government</td>
<td>*</td>
</tr>
<tr>
<td>B.5f. For-Profit Business or Corporation</td>
<td>*</td>
</tr>
<tr>
<td>B.5g. Consortiums/Collaborations</td>
<td>*</td>
</tr>
<tr>
<td>B.5h. School Districts</td>
<td>*</td>
</tr>
<tr>
<td>B.5i. Institutions of Post-Secondary Education/Training</td>
<td>*</td>
</tr>
<tr>
<td>B.5j. Financial/Banking Institutions</td>
<td>*</td>
</tr>
<tr>
<td>B.5k. Health Service Organizations</td>
<td>*</td>
</tr>
<tr>
<td>B.5l. Statewide Associations or Collaborations</td>
<td>*</td>
</tr>
</tbody>
</table>
13. MODULE 3, COMMUNITY LEVEL
Module 3: Community Level

Module 3, Community Level data will be submitted August 14, 2020, after 4th Quarter data is collected and reviewed.
14. MODULE 4, INDIVIDUAL AND FAMILY SERVICES
Module 4: Individual and Family Level

Module 4, Individual and Family Level data will be submitted August 14, 2020, after 4th Quarter data is collected and reviewed.
15. PARTNERSHIP LISTING
Partnership Listing

Madison County Health Department
Madison County Public Schools
Whitehouse Clinics
Hope’s Wings
Baptist Richmond Hospital
City of Richmond
City of Berea
Madison County Fiscal Court
Appalachian Legal Defense Fund
Fahe, Inc.
Greenhouse 17
God’s Pantry
God’s Outreach Food Pantry
Salvation Army
Richmond Section 8
Berea College
Eastern Kentucky University
Kentucky Housing Corporation
New Liberty Family Shelter
Estill County Health Department
Interfaith Wellness
Marcum Wallace Hospital
City of Irvine
City of Ravenna
Estill County Fiscal Court
Clark County Health Department
Clark County Coalition for the Homeless

Habitat for Humanity Clark & Madison
City of Winchester
Clark County Fiscal Court
Clark County Community Services
Bluegrass Community & Technical College
Generations Center Board
Powell County Health Department
City of Stanton
City of Ravenna
Powell County Fiscal Court
Appalachian Regional Commission
Westcare
CASA of Madison County
Drug Court (Madison County)
Agency for Substance Abuse Policy
American Red Cross
Big Brothers/Big Sisters of the Bluegrass
Bluegrass.org (Mental Health Services)
Clark County Prescription Assistance
Central KY Economic Empowerment Prog.
Drug Court
Richmond Teen Center
Richmond Chamber of Commerce
KY Dept of Community Based Services
Winchester Chamber of Commerce
Berea Chamber of Commerce
Estill County Chamber of Commerce
Powell County Chamber of Commerce