

9. SELF-SUFFICIENCY AND COMMUNITY BUILDING WORKPLAN

I. Background

The Park DuValle HOPE VI Revitalization Plan calls not only for the redevelopment of public housing in this West Louisville neighborhood but also for the comprehensive redevelopment and transformation of an entire neighborhood. The Self-sufficiency and Community Building Work Plan is integral to the successful accomplishment of the goals articulated by community residents, the Housing Authority of Louisville (HAL) and the community institutions and stakeholders who are diligently working to create the vision of a vibrant, healthy and stable mixed-income community in Park DuValle. The Community Builders, on behalf of the Housing Authority of Louisville is responsible for the continued planning, coordination and implementation of the Self-sufficiency and Community Building components of the Revitalization Plan and will continue to work in partnership and collaboration with neighborhood residents, HAL and community stakeholders to realize the self-sufficiency and community building goals articulated by the community.

II. Overview

The Self-Sufficiency and Community Building Work Plan is designed to develop a community building strategy that integrates self sufficiency programming targeted to low income and public housing residents, particularly in the early phases of the transformation with broader civic programming targeted to all residents of the new mixed income community.

The Community Building Plan will foster opportunities for interaction, mutual respect, active participation and personal investment in a neighborhood in which public housing residents are integrated as neighbors and full citizens with the general population of property owners and other renters. The Self-Sufficiency program will support families in both achieving and sustaining self-sufficiency and encourage economic and community investment through an array of educational, employment, human service and economic development initiatives.

The Self-Sufficiency and Community Building Plan is organized around the strategy of lifelong learning as the focus and integrating factor for innovative programming, leveraging new partnerships, and integrating and coordinating the delivery of services and programs already available in the community.

The program will build on the following objectives throughout the planning and implementation process:

- enhancing access for public housing and low income residents to workforce development, educational, and specific job opportunities that will lead to permanent, family-wage employment;

- supporting residents in their commitment to achieve and sustain economic self-sufficiency as an explicit expectation of the selection process for residency at Park DuValle;
- creating health and social programs that adapt to the needs of a changing neighborhood and health care environment;
- creating and helping residents access new and innovative information technology and other community learning tools;
- offering residents a strategy and infrastructure that will support their involvement and leadership in the life and ongoing development of the neighborhood;
- creating opportunities for long term investment in the community through home ownership, job development and economic development initiatives;

III. Development of the Self-Sufficiency and Community Building Work plan

A Community Building Work Group was established as one of thirteen working committees of the Park DuValle Revitalization Planning process. The Work Group is composed of members of the Park DuValle Neighborhood Advisory Committee, neighborhood leaders, new residents of The Oaks (phase I of the revitalization effort), HAL special program staff, the Office of the Mayor and key institutions providing services in the community. The Community Builders, the designated developer for the HOPE VI revitalization effort, is responsible for staffing and coordinating the Work Group's efforts. The comprehensive vision for the redevelopment of the neighborhood entailed the demolition of both Cotter and Lang Homes in addition to almost 400 dilapidated privately owned homes, and the relocation of the Public Housing residents. The relocation of the residents occurred in 1996 when residents received Section 8 Certificates and/or the opportunity to move into other HAL developments. Demolition began shortly after the relocation of residents was completed. Continuing to engage both the residents who have relocated and others living in the broader community in the self-sufficiency and community building planning process has been a key issue and challenge for the Work Group. The challenge has increased as residents work to meet the eligibility criteria for residency at The Oaks. The criteria includes: a rental history with no lease violations within the last three years; no late payments in the last recordable twelve months; employment or participation in an accredited institution, bonafide job training or vocational program that will enhance employment opportunities. These criteria are vital to building a community with shared values and emphasis on both self-sufficiency and community empowerment. For some, however, maintaining a commitment to the community as it changes requires additional effort and focus.

The Park DuValle Neighborhood Advisory Council (PDNAC) continues to provide the primary outreach mechanism to former Cotter and Lang Homes residents, and neighborhood leaders. Established in 1994, PDNAC is comprised of community stakeholders, neighborhood leadership, new residents of The Oaks, City Leaders and Housing Authority staff. The PDNAC meets monthly at the Community Policing Station in the DuValle neighborhood, addressing such issues as progress on the revitalization plan, and economic development issues. The Community Building Work Group has worked with HAL to develop outreach tools to identify and include

public housing residents who have moved into The Oaks, and former Cotter and Lang residents who have expressed an interest in moving back to the neighborhood but did not meet the eligibility criteria for The Oaks in the Self-Sufficiency and Community Building planning process.

The development of the Self-Sufficiency and Community Building Work Plan began in January 1997 with an "Environmental Scan" that involved talking to a broad range of more than sixty (60) community stakeholders -- residents, business owners, service providers, elected officials, public agency representatives, etc. -- to identify key issues and needs, existing programs and services, and gaps that needed to be addressed during the neighborhood transformation. The Scan then provided a series of preliminary recommendations and approaches for addressing those gaps.

In addition to its participation in the "Environmental Scan", the Work Group hosted a community forum on November 15, 1997, designed to increase the level of input from the community (particularly targeting the new residents at The Oaks), into the development of the plan and to identify additional residents interested in participating in the planning process. The Work Group designed a community survey that was completed by participants in the forum as well as residents utilizing the array of supportive services and programs currently housed in the DuValle Education Center. (Located in the heart of the Park DuValle neighborhood, the Education Center is a vital resource that provides and hosts an array of educational, after school and supportive service activities and programs). The survey addressed questions such as what attracts someone to live in a particular neighborhood, what motivates people to become involved in their community, what are the most important elements to a program designed to help families achieve economic self-sufficiency, what features, services or neighborhood amenities are important to new renters and home buyers. Seventy four (74) surveys were returned and identified the following needs:

- access to job training, full and part time employment
- continued education opportunities
- coordinated family support networks
- access to child care
- access to transportation

The overall goal of the Community Building Work Group is to develop a planning process and structure that incorporates the development of neighborhood priorities, program strategies and community assets into a dynamic and flexible work plan that creates and sustains the amenities and enhancements necessary to a vibrant and healthy community. The Work Group organized itself into the following three sub-committees to develop the Self-Sufficiency and Community Building Plan for Park DuValle:

- Self-sufficiency, employment and workforce readiness
- Life long learning, civic infrastructure, community life and safety
- Community Assets

- Centralized intake and referral process
- Intensive outreach, information sharing and follow up to identify individuals and families interested in residing in Park DuValle;
- Comprehensive assessment and service planning and coordination;
- Community based case management;
- Program collaboration and development;
- Referral and follow up to workforce readiness, job training and placement and education;
- Linkage to support services such as day care and transportation;
- Involvement in broader civic activities;

The Community Builders, as the coordinating agency will work in collaboration with the Community Building Work Group to evaluate the capacity and track record of the agencies identified to provide services and will work with participants and other Park DuValle staff to:

- identify gaps in services and resources and further define strategies and programs to meet those needs;
- further develop agency collaborations, performance and evaluation standards;
- implement a management information system to track and monitor performance and outcomes;
- provide technical assistance and access to training, to the community governance group;
- develop a "Park DuValle Family Action Plan" tool to be used by all participating service providers;
- develop additional partnerships/affiliations with employers that lead to jobs with career growth;
- coordinate data collection and analysis efforts and prepare periodic program progress reports for HUD and HAL;

B. Guiding Principles

As stated earlier, the self-sufficiency and community building program will be guided by the need to integrate self-sufficiency programming targeted to low income residents with broader civic programming targeted to all residents in the neighborhood. Public housing and low income residents will participate in the community as neighbors and full citizens with the general population of property owners and other renters. The self-sufficiency component will seek to provide comprehensive, culturally relevant and consumer driven services to families through a collaboration of public, private and community-based agencies. The community building component will build on and integrate with the self-sufficiency program by creating and fostering opportunities for mutual respect, active participation, personal investment and sustained commitment to the growth and development of the neighborhood for all residents. In addition the self-sufficiency and community building plan will be guided by the following priorities and principles:

This section outlines the results of the work of those sub-committees, their recommendations and a plan for proceeding.

Attachments include:

1. The Environmental Scan results and recommendations (Attachment 9-1)
2. The community forum survey (Attachment 9-2)

IV. The Self-Sufficiency/Community Building Program

The primary goal of the self-sufficiency component of the program is to provide as many public housing and low income residents who are interested in moving into the new community access to the services, programs and jobs that will assist them in achieving and sustaining economic self-sufficiency. As described previously, having a job or participating in self-sufficiency or education related programming will be required for residency in the new housing.

Central to the realization of this goal is access to coordinated workforce efforts that will address not only access to training and employment, but also the support services such as day care and transportation that will support the attainment and retention of employment that provides a family wage. This will be accomplished by a service coordination approach that coordinates and builds on the capacity of other community based case management and development efforts, specifically the Family Self-Sufficiency Program sponsored by HAL, the Nia Center Workforce Development Partnership, Neighborhood Place Ujima and the DuValle Education Center. The plan will incorporate Welfare to Work strategies and resources into the overall implementation of the plan.

A. Program Management and Location of Services

To ensure that residents and potential residents are linked to the jobs and services they need at appropriate times throughout their participation in self-sufficiency and community building activities, a central coordinating presence is essential to provide the "glue" necessary to the success of the implementation efforts. As noted, The Community Builders (TCB) will serve as the agency responsible for the coordination and implementation of the Park DuValle Self-sufficiency and Community Building Program. TCB will: manage the intake and referral of residents into community programs and services that include case management; monitor the progress and outcomes that result from those referrals through a series of agreements with both the residents and the service providers; and coordinate the various program efforts. Park DuValle program staff will be located in the neighborhood at a site that will be identified by the Work Group in the next few months.

The Park DuValle self-sufficiency plan will focus on the development of a Park DuValle "Track of Services" that is community based, multi-agency and accessible to the public housing as well as the general low income population. The components include:

- **Access to employment opportunities for all families interested in residing in the new neighborhood.**
- **Family directed identification of barriers, needs and goals for self-sufficiency.**
- **Quality, community based support services to assist families in maintaining their commitment to economic independence.**
- **Community directed discussion and development of community norms, public life and shared purpose in the new neighborhood.**
- **Integration of technology in all aspects of the plan.**

C. Target Population and Resident Selection

Incorporated into the overall marketing strategy for the neighborhood is a targeted focus on public housing and other low income residents who will comprise two-thirds (one-third former public housing and one-third tax credit eligible). Priority for participation in the Park DuValle Self-Sufficiency program will be given to former Cotter/Lang residents, families on the public housing wait list, other low income residents who are interested in participating in self-sufficiency/welfare-to-work programs in the community, and those residents who have expressed interest in moving into the development either by making application for Phase I (The Oaks) or by their involvement in the development of this plan.

D. Timing for Implementation

The revitalization of the Park DuValle neighborhood is a multi-phased, long-term process. The Self-Sufficiency and Community Building program has already begun with the identification of the former Cotter/Lang residents and other low income families interested in returning to the neighborhood. Other aspects of the program, such as the filling of staff positions for service coordination and community building, the development of program contracts with local agencies and service providers, etc. will be initiated immediately upon approval of the revitalization plan and phased in based on the number of families expected to participate in the programming. Other program initiatives will be timed to coordinate HOPE VI with the Welfare-to-Work and Welfare Reform initiatives currently underway in Jefferson County.

E. Program Providers and Partners

Many of the current providers and potential partners were identified by using a number of factors:

- Their track records and commitment to providing services in the West End community;
- Their involvement and participation in the Empowerment Zone, Community Development Bank and Community Oriented Policing initiatives in the community;
- Their commitment to participating in the Community Building Work Group to develop the Self-Sufficiency and Community Building component of this plan.

These providers will be discussed in more detail in the program components section of this plan. They include:

- The Department of Social Insurance (DSI), responsible for implementing the Jefferson County TANF plan.
- The Department of Human Services (DHS), responsible for coordinating many of the case management services provided by the HAL Family Self-Sufficiency Program, and other key providers.
- The Private Industry Council (PIC), responsible for employment, job training and placement initiatives in the City and County.
- The Jefferson County Public Schools, DuValle Education Center.
- Neighborhood Place Ujima
- Salvation Army Boys and Girls Club
- Louisville Public Library
- City of Louisville Parks and Recreation Department
- Head Start
- University of Louisville
- Louisville Community Action Agency
- Park DuValle Health Center

In addition, we anticipate that additional providers and partners will be identified as new program ideas are developed. The selection process will take into account the experience of the providers, their willingness to adapt to the changing needs of a neighborhood engaged in the process of revitalization, their demonstrated ability to collaborate on and organizational capacity to carry out the program, and their willingness to enter into performance-based contracts to ensure high quality and responsive programs. The Community Builders, in collaboration with the Work Group, will further develop the criteria for selection and evaluation of service providers and partners.

F. Funding

The Park DuValle revitalization effort requires a long term investment and significant financial resources to support the self-sufficiency and community building activities that this plan proposes. It is our expectation that the self-sufficiency and technology components of the program will be most intensive during the early phases of the development and gradually decrease with corresponding cost reductions; these components are targeted toward families' initial efforts to develop skills and become self-sufficient. The community building component of the program, on the other hand, will begin slowly and increase in intensity as residents move into the neighborhood and engage in the civic and community building aspects of the plan. HOPE VI funds (approximately \$3.1 million) will be used to support self-sufficiency and will help leverage additional public and private funding commitments to support the long term community building efforts in the neighborhood. A long term fund raising plan will be developed in conjunction with the Community Building Work Group that will seek out commitments from

the City and the Jefferson County Public Schools to fund the physical rehabilitation of the DuValle Education Center and the Southwick Community Center, key assets to the neighborhood. The City has currently allocated \$500,000 for renovations at the Southwick Community Center. Discussions are underway with the Jefferson County Public Schools with regard to the DuValle Education Center. The City is also working with the Park DuValle Community Health Center to develop its plan for a new Health Center in the neighborhood.

G. Program Components

The Park DuValle Self-Sufficiency and Community Building Plan is guided by the belief that Life Long Learning is an activity that encompasses all aspects and components of the Community Building Strategy. The activities and core services described in each of the program components will reflect this belief. The Components and Core Services are:

1. Outreach

2. Life Long Learning

- a. Early Childhood and Child care
- b. Schools
 1. Public Schools
 2. Adult Education
 3. Post Secondary
- c. Children/youth programming
- d. Civic Infrastructure (community organizing activities, neighborhood association, community life and safety)
- e. Technology (Computer Center, Virtual Library, University Distance Learning)

3. Self-Sufficiency

- a. Intake, referral and Service Coordination
- b. Job Development and Placement
- c. Workforce Development
- d. Support/ social services
- e. Transportation
- f. Section 3

4. Community Assets

- a. DuValle Education Center
- b. Southwick Community Center
- c. DuValle Health Center
- d. Community Police and Fire Station

5. Economic Development

- a. Small Business and Entrepreneurial Programs

6. Program monitoring and Evaluation

- a. Performance based contracts
- b. Management Information Systems

- c. Reporting and monitoring requirements
- d. Program Outcomes

7. Budget and Funding requirements

- a. Budget Attachment (see Section 6 Program Financing)

1. Outreach

Outreach to the surrounding neighborhood and new residents to the area has been identified by the Work Group as a core service and will be an ongoing activity throughout the implementation of the Park DuValle Revitalization Plan. Outreach activities will include: door-to-door recruitment for the Work Group and its sub-committees, meeting and event announcements and regularly scheduled community forums. The outreach goal is two-fold: to continue to increase new resident participation in the planning and development of the neighborhood association and the civic infrastructure for the new neighborhood; and to identify former Cotter/Lang families and other income eligible families interested in moving to the new community who may need to access the services of the self-sufficiency component to meet the eligibility requirements for residency.

a. Objectives

- Ensure that former Cotter/Lang residents still in the HAL system are apprised of the progress of the Revitalization Plan and their continued opportunity to move into the revitalized area.
- Make contact with the ineligible applicants to Phase I (The Oaks) to assess their current level of interest and readiness to pursue residency in the neighborhood.
- Increase resident participation on all committees of the Community Building Work Group.

b. Core Service

The residents currently involved in the Work Group have identified the need for two core activities:

- A welcome wagon that not only extends a warm welcome but also provides information about the resources, activities and ongoing opportunities to participate in the planning for the new neighborhood;
- A regularly scheduled informal forum that provides new residents and the surrounding neighborhood the opportunity to meet one another and be informed about the progress of the revitalization efforts.

2. Life Long Learning

As noted in the Overview Section of this plan, programs and activities that offer the opportunity for continued growth and development as individuals, families and a neighborhood are the integrating factor and indicator of a successful and healthy community. The Park DuValle Program will develop a well coordinated and comprehensive array of educational and supportive programming in Park DuValle that utilizes and builds on existing programs and activities, is accessible to all residents in the new neighborhood, and creates a mechanism for developing new programs that are resident informed and driven. Participation in these various activities and programs will create the opportunities for interaction, mutual respect, and personal investment and allow people to work together toward a common sense of purpose in this new neighborhood.

a. Objectives

- Develop comprehensive guide to all activities, programs and resources in the Park DuValle community.
- Ensure that all new residents to the development receive up to date resource guides and information.
- Develop plan to address areas of program overlap and gaps in service and program provision.
- Develop a resident based neighborhood association.
- Implement a Park DuValle Positive Youth Development Initiative.
- Identify and address the training and capacity building needs for the neighborhood association, emerging leaders and new residents in the neighborhood.

b. Core Services

Early Childhood and Child Care

The DuValle Education Center provides well supervised, constructive Child Care and "Jump Start", "Even Start" and "Head Start" Early Childhood programs for children, ages birth to twelve (12) years. In addition, the Work Group is compiling a list of day care providers in the larger contiguous neighborhood. Park DuValle residents in need of Child Care and/or Early Childhood will be assisted in accessing these services.

Schools K-12

Jefferson County Public Schools practice a "Managed Choice Plan". Students are assigned to attend a specific school, based on several factors, including home address, home school, cluster, building capacity, racial-balance guidelines and the student's specific program needs.

The Jefferson County Public Schools will provide information and individual assistance to all new parents in the DuValle neighborhood as they register their children for school. A Parent Liaison housed at the Parent Assistance Center at The DuValle Education Center will meet with parents individually and provide regularly scheduled information sessions for the neighborhood regarding school registration, policies, etc.

Parent involvement in the schools is extremely important to the success of each child. The Jefferson County Public Schools have established School-Based Decision Making Councils. The Councils make decisions about curriculum, instructional materials, student/classroom assignment, schedules, extracurricular programs, and budget. Park DuValle staff will work with parents to encourage their involvement in the Councils and to play a pro-active role in defining the educational goals for their children.

Adult and Post Secondary Education

The Community Forum Survey identified the need for access to continued education opportunities. The Park DuValle Life Long Learning strategy will build on the existing foundation of Adult Education programs offered at The DuValle Education Center by assisting residents in pursuing the educational credentials they need and desire to develop a career path and obtain higher paying jobs.

Believing that knowledge of the opportunities available is the first step, the Work Group with the assistance of TCB has begun the process of developing a College Resource Library at the Southwick Community Center. The Resource Center will be incorporated into the Virtual Library that will be described in further detail in the Technology section of this plan. Additionally, Park DuValle Service Coordinators will work with the various local higher education institutions to gain access to scholarships, and financial aid resources for Park DuValle residents. Finally, through the Park DuValle Technology Initiative, residents will have access to new opportunities through distance learning, enabling them to enroll in on-line college courses, communicate with professors and other students, turn in assignments and access instructional materials via the Internet.

Children and Youth Programming

Structured and safe educational and leisure activities for children and youth are essential to the health and infrastructure of a successful neighborhood. As work and school commitments keep parents away from home in the afternoons and early evenings, they need to know that their children are well cared for in programs that are geared to their child's developmental needs and best interests.

The Park DuValle Plan seeks to coordinate the existing array of activities and programs to eliminate duplication of services and provide the mechanism for collaborative program development and funding as the new neighborhood ideas emerge. In addition, the Work Group has identified the need for a youth leadership development program geared to preparing youth to participate in the community governance infrastructure. A Youth Organizer and two young people from the neighborhood will be hired to recruit and train youth to become active participants in the new community.

Summer youth employment that creates the opportunity for youth to work in the neighborhood will be developed by 1) by providing financial assistance to employers

who will agree to hire and train youth from the neighborhood, and 2) by accessing Federal Summer Youth Employment slots for eligible youth in the neighborhood.

The Work Group is currently developing a comprehensive matrix of all of the existing children, youth, adult, senior and whole family leisure and recreational programs in the Park DuValle neighborhood to use as a baseline. Overlaps in services and gaps in program delivery will then be identified and the information used to coordinate the development of new programs. It should be noted that the HOPE VI grant has created a unique opportunity, as this is the first time the provider agencies have come together to work collaboratively on programs for this neighborhood.

Civic Infrastructure

While much of what is needed to create Park DuValle as a safe and attractive neighborhood - physical design, quality public services, access to child care, educational, recreational, health, technology and employment - it is the resident involvement that will create the community and sustain it in the years to come.

The creation of Park DuValle as a brand new neighborhood is a daunting and exciting challenge. There is no current shared sense of community just the reputation of "what was" and the excitement of what it can become. As a result, The Work Group has concentrated on inviting and engaging the new residents in the development to begin the process of identifying the community norms, governance structure and mechanism for informing and including new residents in the process as they move into the neighborhood. This sub-committee is recommending that TCB hire a Community Organizer who will work as staff to the group and continue to provide outreach services to continually engage new residents in the planning process, nurture relationships among the various families, churches, organizations, businesses, schools and agencies in the neighborhood, and assist in identifying and developing training resources to support the neighborhood association, emerging leaders and new residents.

The Civic Infrastructure sub-committee will continue to work with both The Community Builders and the PDNAC to develop the parameters for a new community and civic structure that will serve the neighborhood. It will work with The Community Builders to continue the community discussions that will identify the community norms, develop a shared purpose for the community, link the informal networks in the community and ultimately create a structure that focuses on developing a community organization that fosters neighborhood organization and builds on the assets and resident participants. The new structure may include but not be limited to the following elements that were recommended in the environmental scan:

1. Neighborhood Association - The Civic Infrastructure sub-committee will develop recommendations on how the Park DuValle Neighborhood Advisory Council (PDNAC) evolves into a resident led neighborhood association. The group will also develop

recommendations on what the relationship between the new association and the Policy Board should be and develop the initial focus for capacity building and leadership training activities.

2. Other Civic Groups - The Civic Infrastructure sub-committee will identify additional opportunities for residents to contribute their time and creativity in its efforts to grow and support the new neighborhood. Such activities may include: participation in the Community Oriented Policing Program (COPS); the development of a community garden; neighborhood festivals and other community social events.

Technology Initiative

The Park DuValle Technology Initiative is designed to include all households in the neighborhood that wish to participate the opportunity to be linked on-line to each other, the community at large, and the broader global community via the information highway. The goal is to continue to foster interest and excitement about learning as a life long process in a variety of settings: at home, in schools, and community based centers where residents can learn from experts and each other.

The Plan calls for establishing a full scale learning center at The DuValle Education Center that includes: a Virtual Library in collaboration with the Louisville Public Library and a Distance Learning Capacity in collaboration with a consortium of institutions of higher education that include Jefferson Community College and the University of Louisville. The learning center will be networked with existing initiatives currently underway at The DuValle Education Center and the Southwick Community Center as well as the computer center at the Nia Center.

Experts from the various institutions will provide technical assistance in the design and development of the various components of the program. Youth in the neighborhood (many of whom will be more computer literate than the adults) will be given the opportunity to share their knowledge by providing basic computer instruction services to residents interested in becoming computer literate.

In addition to the Learning Center, each housing unit in Park DuValle will be wired so that they can connect to the local and global resources on the Internet and send and receive e-mail. For residents who are interested in having computers in their homes, the Work Group is looking into the possibility of a computer loan program, and/or a subsidized purchase program. The loan program may be offered to residents who actively participate in civic and community programs in the neighborhood to keep them continually updated and informed of meetings, events, etc. A subsidized purchase program could provide no-interest loans to residents interested in purchasing a computer for their home.

A Park DuValle Website will be developed to keep the community informed about the neighborhood activities, resources and opportunities available, recreational and cultural activities and the progress of the revitalization plan. Through the technology initiative residents will be linked both in their neighborhood and in the larger Louisville community to schools, institutions, community based organizations and municipalities. These linkages will not only bring valuable resources into the community but also provide the forum to promote Park DuValle to the rest of the outside world.

Key Partners

The following table identifies our potential partners and their potential roles:

Area Of Service	Agency Partner	Role
Early Childhood and Child Care	DuValle Education Center	Child care program, early childhood education (head start, jump start, even start)
Early childhood and Child Care	4 C's	Provide resource and referral information regarding local child care providers
Education	Jefferson County Public Schools	Parent Assistance Center, school to work activities
Education	DuValle Education Center	After school programs, adult education, GED, Computer Training, after school homework
Area of Service	Agency Partner	Role
Education	Jefferson County Community College	Distance Learning, continuing education scholarships, financial aid
Education	University of Louisville	Distance Learning, continuing education, scholarships, financial aid
Education	Spaulding College	Continuing education, scholarships, financial aid
Children and Youth	DuValle Education Center	After school, homework center, summer programming

Children and Youth	Salvation Army Boys and Girls Club	Leisure, recreation, after school educational, youth leagues,
Children and Youth	Metro Parks and Recreation, Southwick Community Center	Leisure, recreation, teen center, computer center, sports leagues
Children and Youth	Kosair Children's Hospital Just for Kids and Families Program	Prevention and wellness services, health promotion, injury prevention
Children and Youth	Tennis Connections Inc.	In collaboration with 4-H, tennis lessons that incorporate health, fitness, nutrition and goal setting for youth
Children and Youth	Project Link - New Zion Baptist Church and DuValle Education Center	Academic and behavioral enrichment program
Children and Youth	Housing Authority of Louisville Y-PHAL	Youth health education, information, recreation
Children and Youth	4th District Police and Fire	Athletic Leagues
Area of Service	Agency	Role
Children and Youth	100 Black Men of Louisville Project Male	One to one mentoring, after school tutoring, community service and leadership training, job skills and employment workshops.
Civic Infrastructure	Park DuValle Neighborhood Advisory Council (PDNAC)	Community information forum
Civic Infrastructure	Community Oriented Policing Services (COPS)	Neighborhood crime watch, security training initiatives
Civic Infrastructure	The Design Center	Community Leadership Training Program
Technology	Mayor's Office	Technology Infrastructure costs
Technology	Louisville Public Library	Virtual Library design, matching costs, technical assistance

Technology	Jefferson County Public Schools	Technical Assistance, matching funds
Technology	Jefferson County Community College, University of Louisville (Consortium)	Distance Learning, technical assistance, design
Technology	DuValle Education Center	Host to Computer Learning Center, Virtual Library, Distance learning

3. Self -Sufficiency

The Work Group has defined self-sufficiency as assisting income eligible residents in meeting the criteria for living in the new development, thereby becoming able to manage their lives and realize their goals, including home ownership in the new development, without being dependent on public assistance.

The Park DuValle Self-sufficiency and Community Building Program will rely on the development of a Park DuValle "Track of Services" that requires a centralized point of intake, coordination of referrals to community based services, and monitoring of progress and outcomes. As described above, The Community Builders (TCB) will be responsible for those centralized processes. Low income families interested in residing in the neighborhood will meet with TCB Service Coordinators to identify barriers to meeting the eligibility criteria. Based on the families' initial assessment of needs, they will be referred to the most appropriate community program to assist them in attaining and maintaining their commitment to economic self sufficiency as a requirement of residency at Park DuValle. Case managers in each of these programs will be assigned to conduct an assessment with each family and to assist in the development of a Family Plan that details the steps that will be taken to realize the goals of their plan.

The emphasis of the program will be assisting residents in finding employment, maintaining and improving their jobs through additional job training and education, and providing the support services needed to overcome barriers to employment.

a. Objectives

- Provide initial base assessment and appropriate referral for up to 200 low income families interested in residing in Park DuValle over the next four years. (This number may change).
- Refer residents to appropriate community agencies
- Monitor and ensure outcomes from services provided by currently identified community based service providers (Career Resources Inc., Neighborhood Place Ujima, DuValle Education Center) through performance based contracts.
- Monitor implementation of Park DuValle Family Plans.

- Enable reporting and monitoring of efforts through management information systems.

b. Core Services

Intake and Referral

All households identified through outreach efforts will be provided detailed information on the Park DuValle Revitalization plan, including the eligibility criteria for residency in the new neighborhood.

An initial assessment designed to identify initial barriers to successful residency, and facilitate the most appropriate community agency referral will be completed on each family as a requirement for participation in the Park DuValle "Track of Services". Based on this initial assessment, families will be referred to the most appropriate service provider available to meet their presenting needs.

This assessment tool will provide a baseline of information regarding applicants' initial presenting problems and will be used to track the effectiveness of initial referrals.

Park DuValle Family Plan

The Family Plan will be developed jointly by the family and the case manager assigned by the referral agency. The components of the plan will include: the strengths and needs of the family; short and long term steps for achieving the family's economic self sufficiency, employment, housing, education and career goals; feasible time lines against which progress toward each goal can be measured and/or changed based on changing life circumstances, and growing strengths and interests; and the ongoing role and relationship between the case manager and the family.

In many situations the Family Plan will also identify additional supportive services needed to overcome barriers to employment, education, and housing. The case manager will facilitate the access to these services either through programs offered by the agency or referral to another provider. A wide array of support service options will be detailed in the Self-sufficiency and Life Long Learning components of the plan and will include:

- Child care
- After school and youth recreation programming
- Adult recreational programming
- Health care
- Mental health services
- Substance abuse treatment and education services
- Financial management and credit remediation services
- Senior services
- Transportation

The Family Plan will provide the baseline information and tool with which we will measure program outcomes of and evaluate the effectiveness of the self-sufficiency plan and partner agencies.

Key Partners

The Housing Authority of Louisville, Family Self-Sufficiency Program provides case management and work incentives to public housing residents. This program employs case managers to provide education and employment support, and requires residents to seek suitable employment. Subsequent rent increases are placed into an escrow savings account for such purposes as home purchase, continued education, etc.

Career Resources Inc. (CRI) is a One Stop Career Center that provides basic job related skills assessments, case management/career consultancy and job placement. CRI has a two-pronged approach, which is to provide individuals with the information, advice and guidance they need to find stable employment, make career decisions and identify and select education and training services and to ensure that employers can readily find qualified candidates and obtain services for upgrading their workforce. CRI brokers all training and support dollars (e.g. JTPA, Vocational Rehabilitation, Empowerment Zone, etc) for the WDPC.

As a non-profit organization, CRI has a Board of Investors that represent public, private and not-for-profit local and state agencies. As a commitment to the center "Investor" agencies provide staff members on site to provide a seamless array of services that includes case management and counseling (substance abuse, domestic violence, etc., employment and employment barriers. CRI is able to serve both "at risk, hard to serve" as well as a "general population" of residents including those who are seeking to upgrade employment situations.

The DuValle Education Center, which was designed as a combination elementary and middle school, has 100 classrooms, 22 offices, two gymnasiums, two cafeterias and an auditorium. The Center provides and is host to a coordinated and collaborative array of programs and services designed to meet the changing needs of children, adults and families. These programs include: academic and job-training programs for adults; early childhood education; child care; support services for preschool, elementary, secondary and post secondary students and families; leisure activities; computer center; community workshops and forums; and, more recently, Neighborhood Place Ujima.

Neighborhood Place Ujima, with offices at the DuValle Education Center, is one of several sites where Louisville's social service agencies are creating regional access centers. The agencies have come together with the goal of providing coordinated, accessible, responsible services that support the community, families, and individuals in their progress toward self-sufficiency. Individuals and families may receive services that

include: emergency financial assistance; family intervention services; child protection services; referral for health, mental health and substance abuse services; job search and employment assistance.

Job Placement and Workforce Development

The environmental scan identified the need for the new Park DuValle community to have "pride in itself and create high expectations for its members." Residents of the new housing will be expected to be contributing members of the community, including being economically self-sufficient or striving to achieve full self-sufficiency.

The primary goal of self-sufficiency component of the HOPE VI program is to ensure that the applicants to Park DuValle have the skills to take full advantage of the abundance of economic opportunities currently available in Louisville. Employers currently are faced with a shortage of skilled and unskilled labor for important industrial and other private sector jobs. At the same time, Louisville has several large poverty areas where residents are faced with unemployment and/or underemployment due to inadequate education (high school drop outs), low skills levels and little work history, coupled with the termination of public assistance due to welfare reform.

The program efforts in this critical area will build on planned and existing workforce development and placement opportunities and new employment initiatives including the program activities of Career Resources Inc. housed in the Nia Center, the DuValle Education Center, the DuValle Health Center, Neighborhood Place Ujima, the Parkway Place Employment Initiative and other welfare-to-work initiatives to ensure that the applicants meet the eligibility criteria for residence at Park DuValle by becoming viable contributors to the high workforce demand of existing and future employers.

In the Family Planning process, community case managers at a number of different existing programs will work with participants to determine their level of job readiness, employment history, skill and educational levels. Job training and employment placement efforts will be tailored to meet both the skills and interest of the participant as well as the workforce needs of the area employers. Youth will also be included in employment initiatives and will be linked to youth development, summer youth employment programs as well as new initiatives that will be developed through the HOPE VI program.

We anticipate that the assessments and Family Plans will place applicants in the following categories: those with an employment history who are unemployed due to lay off or career change and are in need of retraining; those who are work ready and in need of immediate job placement assistance with continued career and educational planning; those with minor obstacles to employment and in need of work readiness training and some support service prior to job placement; and those with major obstacles to employment such as substance abuse, domestic violence issues, long term reliance on public assistance and literacy skill deficits who will need extensive life skills development and supportive services prior to workforce readiness and job placement occurs.

a. Objectives

- Ensure that all applicants and residents who identify employment and workforce development as necessary for successful residency at Park DuValle are connected to job placement and workforce development programs available in the community through collaborative relationships with the organizations and employers who have devoted substantial resources and attention to providing access to employment.
- Ensure that Family Plans lead to placement in sustaining employment for 25% of Park DuValle applicants during the first six months of the self-sufficiency program.
- Ensure that 25% of Park DuValle applicants and residents participate in workforce development, skills training programs that lead to sustaining employment during the first year of the program.
- Ensure that quality support services necessary for Park DuValle applicants' and residents' successful participation in workforce development and job placement programs are accessible.
- Ensure that access to child care and transportation are not stumbling blocks to employment prospects.

b. Core Services

- A Park DuValle "Track of Services" that assures access for applicants and residents to existing and planned workforce development and placement programs and opportunities.
- Follow up and job coaching services to improve employment retention and encourage and support residents as they move through the difficult transitions associated with moving to a new community.
- Ongoing career consulting to continue life long learning, provide career paths and further individual educational objectives.
- Program monitoring to track performance and outcomes.

Computers and technology training will be available and used extensively in job readiness and job search activities by the participants in the workforce development programs. The use of technology will be supported in the neighborhood and has been described in the life long learning component of this plan.

Key Community Partners

The Private Industry Council is the administrative agency responsible for the distribution of JTPA (Jobs Training Partnership Act) funding. It is a governing agency that contracts for comprehensive support services that provide an array of job training and employment services for

dislocated workers and economically disadvantaged Louisville and Jefferson County residents. Contracted services include job development, job placement, vocational assessment, career counseling, job training, job search skills, and referral to other vocational services.

The Empowerment Zone's Nia Center brings together the City's work-related resources in a one stop shop. Included in the center is the Louisville Community Development Bank Enterprise Center, Career Resource Center, the Workforce Development Partnership (which includes Career Resources Inc. and the Empowerment Zone Workforce Academy), and the Neighborhood Travel Center. In addition, an SBA Business Information Center and a team from the Office for Economic Development's Minority Business Development Division will also locate outreach offices in the Nia Center.

Project LIFE is an initiative that features prominently in Jefferson County's Welfare Reform plan and is the result of a collaboration between a group of employers (The Entry Level Employer Consortium), the Jefferson County Department for Human Services (DHS), the Private Industry Council (PIC), the Jefferson County Public Schools (JCPS), the Louisville/Jefferson County Office for Economic Development, and the Kentucky Department for Social Insurance (DSI). Project LIFE seeks to match welfare recipients in jobs that meet the needs of both the employer and new employee.

Entry Level Employer Consortium is a core group of twenty (20) employers who work with the staff from the PIC, the Jefferson County Department of Human Services (DHS), the Jefferson County Public Schools (JCPS), the Louisville/Jefferson County Office of Economic Development, and the Kentucky Department for Social Insurance (DSI) to design and implement the Project LIFE program.

DuValle Education Center SCORE (Securing Concrete Opportunities Resulting in Employment) offers a personalized plan for job skills and academic instruction. Adults receive academic and career assessments and counseling to help them determine career interest and training needs. Secretarial, clerical and child care training are currently provided and arrangements can be made on an as-needed basis for other contextual training.

Parkway Place Initiative is a pilot program developed by the Private Industry Council, the Office of the Mayor, the Empowerment Zone and United Parcel Services to assist the area's largest employer in meeting their workforce needs. Residents of Parkway Place, who include many former Cotter/Lang residents who are recruited by UPS, will be eligible for enhanced training and medical services on-site at UPS, tuition assistance and transportation services to enhance employee retention and advancement opportunities.

Support Services

As described in the Life Long Learning section of this plan, a menu of support services will be available to residents to assist them in attaining and sustaining economic self-sufficiency. Each

family plan will identify the supportive services required by the family and may require that additional services be added to the list.

We anticipate that some families may require additional crisis intervention, counseling, substance abuse and/or mental health services in order to reach the goals stated in their Family Plans. Referrals for these services will be coordinated through Neighborhood Place Ujima to the most appropriate service provider. These providers include:

- Seven Counties Services for Substance Abuse and Mental Health information, referral and treatment.
- Department of Human Services for family intervention services.
- Department of Social Services for Child Protective services.
- Neighborhood Place Ujima for Domestic Violence information and referral services.

Transportation

The Transit Authority of River City (TARC) is taking several steps to "keep people on the move" in Louisville and to lay the foundation for more enhanced public transportation. With a \$4.4 million grant from the Federal Transit Administration, TARC established a concept to improve service in four major areas or travel corridors which includes the West End of Louisville. TARC is actively involved in the transportation segment of the Empowerment Zone strategy. TARC's support and involvement includes establishing a transportation center located in the Nia Neighborhood Travel and Job Center to meet the essential transportation needs of residents in the Empowerment Zone. TARC's Customer Service Analysis and citizen discussion forums have resulted in plans to restructure existing routes to gain access to existing suburban job sites.

TCB in collaboration with the Work Group is developing strategies which will ensure that Park DuValle community residents are able to take full advantage of contract transportation as a business opportunity and to ensure that adequate transportation is available to assist residents in attaining and sustaining employment and education opportunities.

Section 3 Job Development

The Louisville and Jefferson County Human Relation Commission is charged with the responsibility of monitoring and enforcement of contract compliance under the HUD Section 3 guidelines. The Community Builders, and the Work Group will work with HAL, the entire development team, property management, subcontractors and service providers involved in the Park DuValle HOPE VI revitalization effort to target jobs and economic development opportunities to residents of the Park DuValle neighborhood. In keeping with Section 3 priorities, opportunities will first be directed to former Cotter/Lang residents, followed by residents from the immediate area, including residents on the HAL wait list, then to residents from the Empowerment Zone.

The focus of the Job Development initiative will be to identify Section 3 related employment opportunities, secure specific hiring commitments and hiring plans from unions, vendors,

subcontractors and other program participants. In an effort to provide appropriate training and preparation the Human Relation Commission has formed a partnership with the Private Industry Council's (PIC) Workforce Development Council to pre-screen and assess all applicants who have expressed an interest in construction employment. The needs assessment identifies barriers, such as child care or transportation, that would preclude participation. Service providers are available to give assistance once that need is identified. A tracking system is in place to monitor resident participation.

The Commission has contracted with the American Home Builders Association for entry level construction workers to provide 40 hours of construction training. Each participant is guaranteed job placement at the end of the training.

To comply with the Section 3 regulations, the Commission is providing access to technical assistance from large majority contractors to small minority companies to ensure equitable job opportunities and to create economic growth for minority and female entrepreneurs in the community.

In addition to the construction related employment opportunities, HOPE VI is likely to produce the following employment opportunities for residents in Park DuValle:

- Building trades apprenticeships (carpentry, plumbing, electrical)
- Grounds maintenance/landscaping
- Property maintenance and management
- Office and clerical
- Security
- Community organizing and youth development

4. Community Assets

The DuValle Education Center, the Southwick Community Center, the DuValle Health Center and the Community based Police and Fire Station have been identified as community assets essential to the revitalization of Park DuValle. The goal will be to develop a physical revitalization plan and the funding resources to enhance the structures to fit into the new revitalized community.

TCB in collaboration with the Work Group will work with the Jefferson County Public Schools to develop the revitalization plan for The DuValle Education Center. In addition the Work Group will continue to participate in the revitalization planning efforts for the Southwick Community Center, the DuValle Health Center and the Police and Fire Station.

5. Economic Development

The Housing Authority of Louisville will work to develop economic opportunity through resident initiatives.

Empowerment Zone Initiatives

The Louisville Empowerment Zone, a federally-designated Enterprise Community, encompasses the Park DuValle neighborhood, and the EZ strategy includes the Park DuValle Neighborhood Revitalization as a critical priority. The EZ Community Board envisioned "*A return to the neighborhoods ... and a demise of the massive, concentrated public housing of the 1950s that have become warehouses for families entrapped in poverty.*" To this end, several major Empowerment Zone initiatives will provide important resources for the neighborhood and its residents.

The Louisville Community Development Bank is a for-profit bank with a mission of economic development. The Development Bank will provide innovative financing services to area residents and businesses. A non-profit affiliate of the Bank, the LCDB Enterprise Center, located at the Nia Center, will provide innovative and intensive business incubator services, encouraging entrepreneurship in Park DuValle and other inner-city neighborhoods.

The Nia Center, located near Park DuValle in Louisville's West End, is the centerpiece of the Empowerment Zone strategy for economic opportunity. This center will house the Workforce Skills Academy, the LCDB Enterprise Center, a Business Information Center and an innovative center for neighborhood and regional travel.

Economic Opportunity through Commercial Revitalization

There have been, historically, numerous area specific redevelopment plans in the Louisville region. The focus of the comprehensive Park DuValle Project is revitalization as opposed to redevelopment. To facilitate economic opportunity through commercial revitalization in Park DuValle, HAL will contract with the LCDB Enterprise Group, which provides innovative and intensive business incubator services, encouraging entrepreneurship in Park DuValle and other inner-city neighborhoods. The LCDB Enterprise Group's goal is not to fix what was broken but to reenergize the area specifically known as Park DuValle with emphasis on wealth building. The retail/commercial targeted areas will be: a) the existing recognized retail strip, along Wilson Avenue from Algonquin to 28th Street (the future town center) and b) possibly the Big "A" Shopping Center.

The commercial redevelopment of these critical areas will serve as a strong mechanism for the creation of economic opportunity within the neighborhood. By creating a neighborhood-based approach to commercial development, HAL and the LCDB-Enterprise Group will maintain an

essential focus upon economic development that benefits neighborhoods through economic opportunity as well as through enhanced commercial goods and services.

The project relies upon:

- Staff dedicated exclusively to the project area and those customers indigenous to the area
 - Capital resources dedicated to the project area "neighborhood friendly" existing businesses for services such as business enhancement (i.e. façade improvements), operating capital and/or inventory financing
- A component that expedites physical development as evidence of change.

An area-dedicated revolving loan program and a retail and or commercial project owned and operated by the LCDB Enterprise Group and an area resident entrepreneur in a joint venture will facilitate the successful creation of economic opportunity.

The success for a project of this magnitude can be measured by the prescribed benefits, but must be parallel to the other community building functions. The infrastructure must be planned to include the proposed revitalized businesses (i.e. accessibility via street or sidewalk patterns and landscaping designed to differentiate residential from business districts). The commercial needs of the area residents must be determined in terms of required or desired consumer good and services. Therefore the relationships between assistance providers must be in coordination. This plan will make those relational issues a priority in working with the Developers, Federal, State and Local government. The designated facilitating agent would be the LCDB Enterprise Group. A team approach abates the burden of individual pressures to accomplish this very aggressive project goal.

There are numerous assistance providers in the Louisville area, dedicated to small business development. The difficulty with most is the inability (due to budget and or manpower constraints) to focus exclusively in as small an area. The consequence is "hit or miss" assistance provision. This project will creating a work environment for individuals to focus on the designated geographic areas and its business people. The expected outcome and measurement would be:

YEAR ONE BENCHMARKS

- Develop a strategic plan for a Park DuValle Retail/Commercial Association and to use said board as a community oversight committee.
- Conduct an extensive survey of the targeted areas' merchants and businesses and create and action plan for each individual business.
- Work with the phase II developer and HAL to get feedback on residential disposable income spending. This data will give the facilitators direction on non-existing area business service needs.
- Conduct market research on a specific model business venture on Wilson Avenue and or the Town Center.

- Develop a Business Plan for the model business, to include the identification of an individual(s) to Joint venture the business. The joint venture partner should be an LCDB investment area resident, if at all possible. Create a Board of Directors from the Louisville Business Community with experience in the type business selected. The business plan should have an exit agreement for complete ownership by the investment area mentee(s).
- Purchase the franchise or start-up the model business
- Recruit and or develop investment area businesses in the construction trades as mini-developers for the home-ownership program and phase II construction in Park DuValle.

YEAR TWO BENCHMARKS

- Prepare an annual report, speaking to the year one Goals
- Create a comprehensive plan for post lending technical assistance to loan recipients of the revolving loan program.
- Focus on a cooperative plans for existing merchants' property enhancement with City agencies like NCD, Public Works and Community Builders. New merchant facades should reflect the community design plans.
- Recruit and market target businesses to the area that are not present but identified as needed.
- Recruit and or develop investment area businesses in the construction trades as mini-developers for the home-ownership program and phase 11 construction in Park DuValle

6. Program Monitoring and Evaluation

Discussions regarding the program monitoring and evaluation activities of the plan have just begun. TCB and the Work Group agree that the program evaluation, new program development and adjustment of goals and objectives must be community directed. TCB and HAL will assist the Work Group in developing the evaluation criteria, reporting format and monitoring forms to enable the Work Group to evaluate and provide feedback to service providers.

- Goals for the program will be determined by the family assessment process.
- Outcome measures will be defined by resident needs and strengths; they will be specific and quantifiable.
- TCB on behalf of HAL will develop provider contracts which link compensation and/or contract renewals to provider performance. The willingness of providers to engage in performance based contracting will be one of the criteria for provider selection.
- The new neighborhood association (to be formed as a goal of the civic infrastructure committee) will have a formal role in provider selection, monitoring and evaluation.
- Contractors will be required to report on a regular (monthly, quarterly TBD) basis on their achievement of identified milestone indicators.

Preliminary evaluation measures which have been identified so far include:

- success in recruitment of former Cotter/Lang residents who want to return to Park DuValle.
- the completion of intensive service milestones for former residents and other income eligible residents who do not initially meet the eligibility criteria for residency in the development.
- the number of new residents who participate in neighborhood events and in the development of the neighborhood association.
- the number of residents who move from rental housing into home ownership opportunities.
- the number of new residents who begin to attend PDNAC meetings.
- achievement of marketing goal of 15 income eligible families per month (beginning August 1998) meeting the residency criteria and successfully completing the tenant selection process.