

St. Matthews Area Ministries Needs Assessment Report
Collected, Analyzed and Submitted by: Liz Dumbaugh Martin, MSSW
and MSSW practicum student Sarah Seelye
University of Louisville
Kent School of Social Work
December 2007

Table of Contents

Introduction.....	Page 3
Socio-demographic analysis for zip code 40207/City of St. Matthews....	Page 4-28
Focus Group Findings (multiple interviews).....	Page 29-36
Key Informant Findings (individual interviews).....	Page 37-39
Analytical Summary.....	Page 40-41

Introduction:

The Board of Directors for the St. Matthews Area Ministries (St. MAM) voted in favor to embark on a needs assessment journey in partnership with the University of Louisville's Kent School of Social Work during the year 2007.

A needs assessment is a systematic process that was used to acquire an accurate, thorough picture of the strengths and weaknesses of St. MAM. It was used to identify the service needs of the member congregations and surrounding communities for improving, protecting and preserving what the ministry currently responds to in significant volume, and what might be identified as needs not yet met. It was a process that collected and examined information about ministry-wide issues. The data is then utilized in order to determine priority goals. Also to assist as a tool for developing or redeveloping a goal-driven plan or path for the ministries and to identify funds and resources to assist with answering the identified areas of need.

St. MAM pastors, board members, congregation members, staff, administrators, and other identified community members were invited into this assessment process. The initial collection of data was facilitated via focus groups in terms of the foundational qualitative feedback for the assessment. Simultaneous with the focus group process, quantitative (demographics, housing, income, employment, etc.) data was researched and partnered with the qualitative feedback to illustrate that evidence-based practice and critical thinking are identifying what needs are truly in demand.

Socio-demographic Analysis

The data presented below describes the socio-demographic characteristics for the City of St. Matthews and, in some cases, Louisville Metro Council Districts 7, 9, and 26. Particular attention is given to basic demographic characteristics, such as age and race, housing foreclosures, household composition, income and poverty trends, and child well-being. Significant trends in each of these areas are identified and discussed. When applicable, trends identified for the St. Matthews area are compared to the trends observed for Jefferson County as a whole, and similarities and differences for certain key variables are discussed.

The primary source for data in this analysis is the U.S. Census Bureau. Data from the 1990 and 2000 Census are used to identify 10-year trends for St. Matthews and Jefferson County. Data for this analysis also was obtained from Metropolitan Housing Corporation, Louisville Metro Human Services, University of Louisville's Urban Studies Institute, Kentucky Population Research, and the Kentucky State Data Center. Unless specified, the data used in all tables, graphs, and bullet point discussions were derived from U.S. Census reports.

Demographic Characteristics – Age, Race, and Limited English Ability

- Between 1990 and 2000, St. Matthews has experienced some significant changes in the demographic characteristics of its residents, particularly in the areas of race and persons with limited English ability. In terms of both total population and age of residents, there have been fewer changes.

Total Population

- In St. Matthews, the total population has remained fairly stable. In 1990, the total population was 20,181, and in 2000, the figure was 20,106. This represents only a very slight drop of 0.37%.

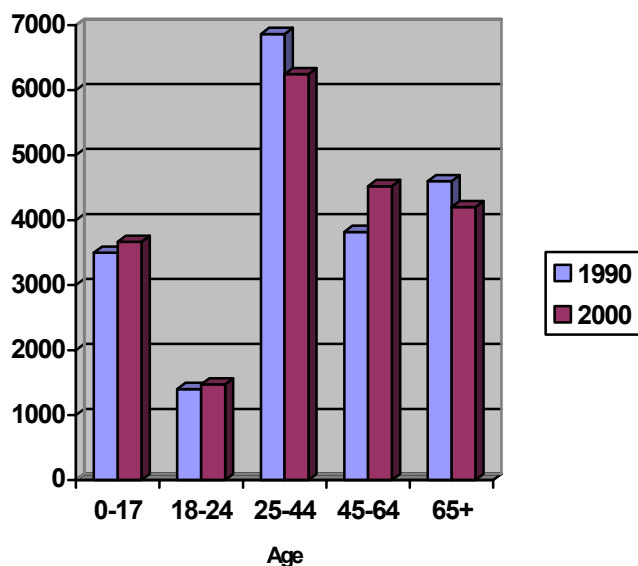
Age of Residents

- The age of residents in St. Matthews has fluctuated slightly between age groups. As shown in Table 1, there has been an increase of individuals in three age groups (0-17, 18-24, and 45-64) and a decrease in two age groups (25-44 and 65+). The largest change was in the 45-64 age-group, which represented an 18% increase. However, as shown in Table 1, Jefferson County experienced a similar increase for persons in this age group. Overall, the trends in St. Matthews are fairly consistent with the trends in Jefferson County. The two age groups that represent divergent trends between St. Matthews and Jefferson County are the 18-24 and the 65+ groups. In contrast to Jefferson County, St. Matthews has experienced a growth in the number of young adults and a decrease in the number of senior citizens, which suggests that between 1990 and 2000, young adults began moving into St. Matthews while senior citizens began moving out.

Table 1: Age of Residents in St. Matthews, 1990-2000

Age	1990	2000	St. Matthews % Change	Jefferson Co. % Change
0-17	17% (3498)	18% (3665)	5%	3%
18-24	7% (1401)	7% (1471)	5%	-2%
25-44	34% (6863)	31% (6246)	-9%	-4%
45-64	19% (3820)	23% (4523)	18%	22%
65+	23% (4599)	21% (4201)	-9%	5%

Graph 1: Age of Residents in St. Matthews, 1990-2000



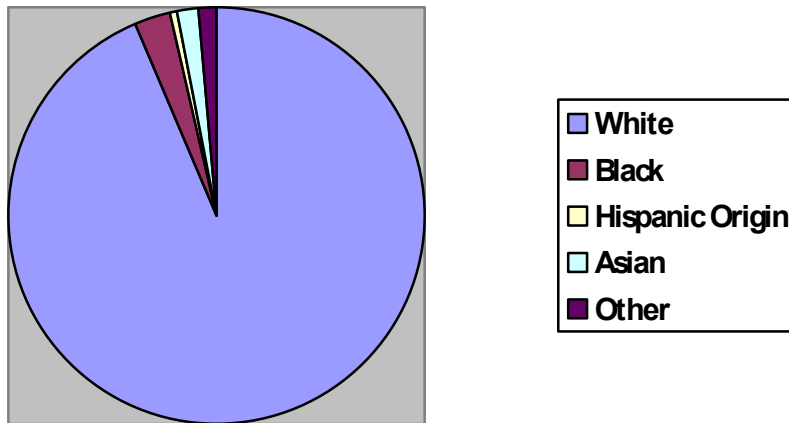
Race

- St. Matthews is becoming increasingly diverse. There has been a positive trend in the number of racial and ethnic minorities who have moved into the St. Matthews area. According to the U.S. Census, for 1990 and 2000 there was a positive increase in the number of Black (96% increase), Asian (229% increase), and Hispanic origin (217% increase) individuals living in St. Matthews, as indicated in Table 2. While this positive trend was similar for Jefferson County, the increase was much greater in St. Matthews, particularly for the Black population. Although St. Matthews was still largely White in 2000 (See Graph 2), the increase in the number of persons of color, as shown in Graph 3, has resulted in greater diversity for the community.

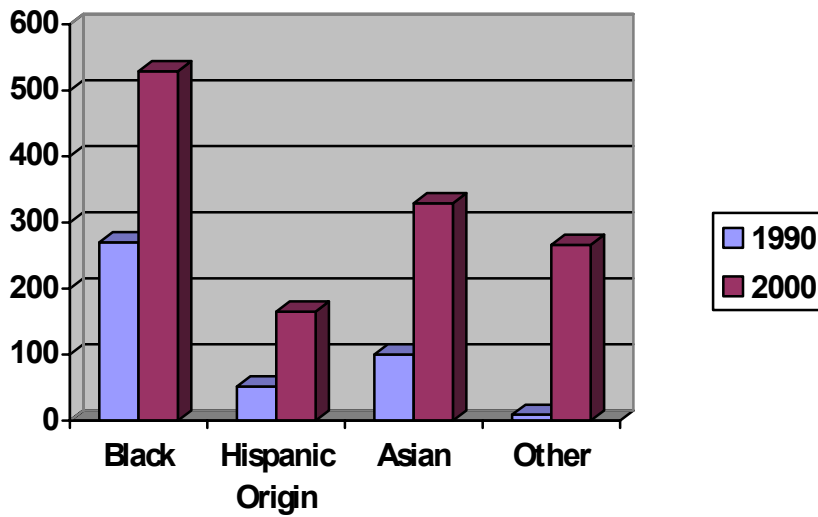
Table 2: Race of Residents in St. Matthews, 1990-2000

Race	1990	2000	St. Matthews % Change	Jefferson Co. % Change
White	19,802	18,982	-4%	-1%
Black	270	529	96%	15%
Hispanic Origin	52	165	217%	183%
Asian	100	329	229%	108%
Other	9	266	2856%	----

Graph 2: Race of Residents in St. Matthews, 2000



Graph 3: Non-White Residents in St. Matthews, 1990-2000



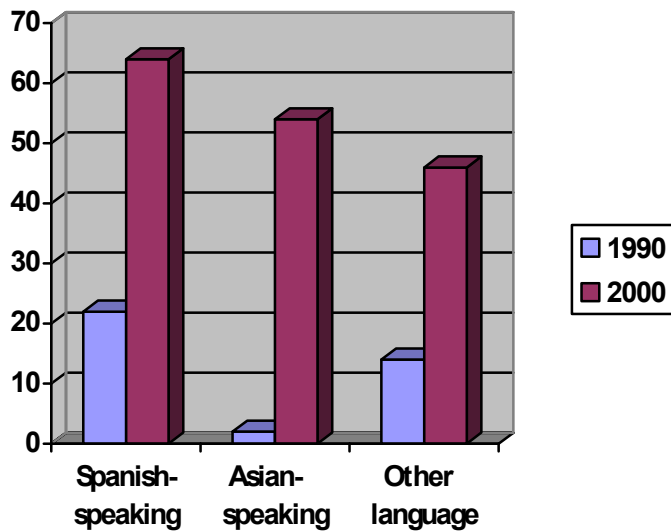
Individuals with Limited English Ability

- In St. Matthews, there is a positive trend in the number of non-native English speaking individuals with limited English ability, as shown in Table 3 and Graph 4, which is a further indication that St. Matthews is becoming more diverse. Though the total number of individuals with limited English ability is small, the positive increase between 1990 and 2000 in St. Matthews suggests that a continued positive trend is likely. With continued growth in this area, services for individuals with limited English ability may become necessary.

Table 3: Language Spoken at Home by Ability to Speak English in St. Matthews, 1990-2000

Language Spoken by English Ability	1990	2000	% Change
Speaks <i>Spanish</i> , English Spoken "Not well or not at all"	22	64	191%
Speaks <i>Asian Language</i> , English Spoken "Not well or not at all"	2	54	2600%
Speaks <i>Other Language</i> , English Spoken "Not well or not at all"	14	46	229%

Graph 4: Language spoken at Home, with English Spoken "Not well or not at all", in St. Matthews, 1990-2000



Housing

Housing Foreclosures

- Within the first six months of 2007, 26 housing foreclosures were filed in the City of St. Matthews. In Metro Louisville, 1,699 housing foreclosures were filed within the first six months. While the figure for St. Matthews may appear small in comparison to the 1,699 housing foreclosures filed in Metro Louisville during that same time, it is likely that St. Matthews is experiencing a positive trend similar to the trend observed in Metro Louisville. For example, in 1996, there were 437 foreclosures filed in Louisville, but in 2006, that number increased to 2,710, a 520% increase in ten years.¹

Housing Profile

- As shown in Table 4, Louisville Metro Council District 9 has a larger number of households accessing Section 8, public housing, and the Low-Income Housing Tax Credit than Districts 7 and 26. In District 9, per 1000 households, 20.2 units are Section 8. District 26 has a similar number of Section 8 units: per 1000 households, 17.2 units are Section 8. In comparison, only 0.8 units receive Section 8 in District 7.² (The following section, “Income and Poverty”, provides data on the number of persons in poverty by Metro Council District, which can be used to compare trends in poverty to the number of Section 8 and public housing units.)

¹ Data provided by the Metropolitan Housing Coalition.

² Data obtained by the Metropolitan Housing Coalition, *Housing Trends in Louisville: Data Profiles of the Metro Council Districts*. Document can be found at: http://www.metropolitanhousing.org/pdf/mhcdoc_50.pdf.

Table 4: Housing Profile by District, 2000

Housing Profile (units per 1000 households)	Section 8	Public Housing	Low-Income Housing Tax Credit
District 7	0.8	0	0
District 9	20.2	2.2	37.1
District 26	17.2	0.6	0

Home Ownership Trends

- Tables 5-7 and Graphs 4-9 reflect the home ownership trends in Council Districts 7, 9, and 26 from 1990 to 2000.³ As shown, there has been very little change in the number of White home owners in Districts 7, 9, and 26. District 9 saw only a very small increase in the number of White home owners, while District 26 experienced a very slight decrease. Overall, District 26 experienced the greatest increase in the number of Black, Asian, and Hispanic home owners, with a 153%, 245%, and 267% increase respectively. Districts 7 and 9 also experienced an increase in the number of Black and Hispanic home owners, but saw a negative trend in the number of Asian home owners.
- For the exception of the decrease in Asian home owners in Districts 7 and 9, all Council Districts associated with the St. Matthews area have become more diverse in terms of the racial and ethnic makeup of home owners. With increased racial and ethnic diversity in the St. Matthews area, culturally competent outreach methods are needed to engage community residents.

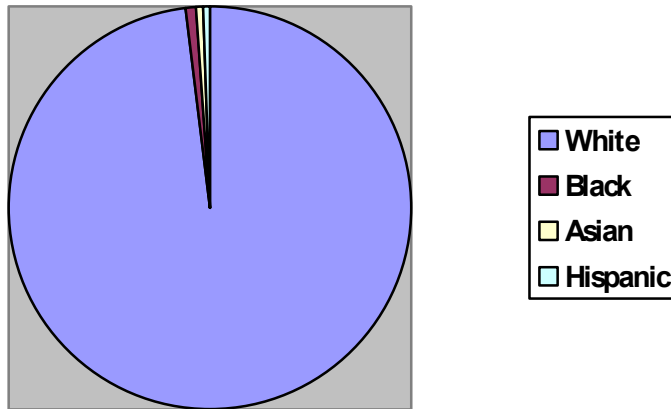
Council District 7

Table 5: Home Ownership Trends by Race and Ethnicity, Council District 7

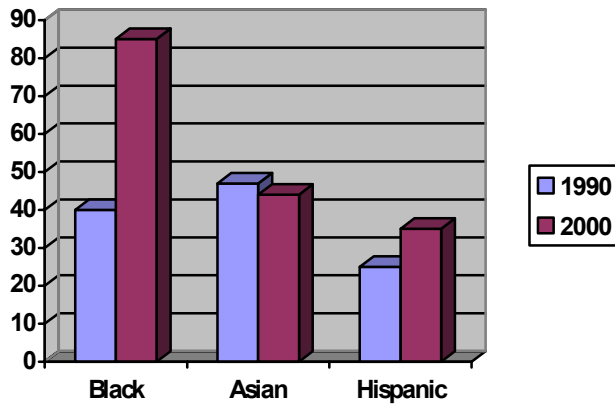
Home Ownership Trends	1990	2000	% Change
White Home Owners	7,721	7,746	0.3%
Black Home Owners	40	85	113%
Asian Home Owners	47	44	-6%
Hispanic Home Owners	25	35	40%

³ Data obtained by the Metropolitan Housing Coalition, *Housing Trends in Louisville: Data Profiles of the Metro Council Districts*. Document can be found at: http://www.metropolitanhousing.org/pdf/mhcdoc_50.pdf.

Graph 4: Home Ownership by Race and Ethnicity in 2000, Council District 7



Graph 5: Home Ownership Trends of Non-White Owners, Council District 7

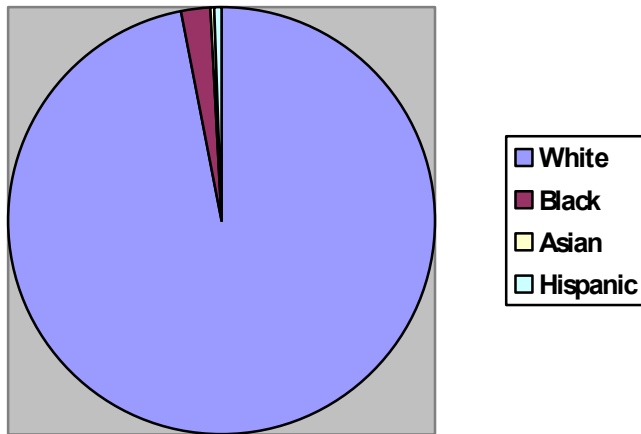


Council District 9

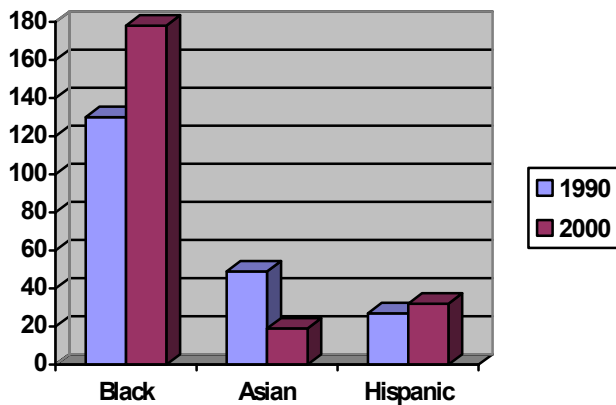
Table 6: Home Ownership Trends by Race and Ethnicity, Council District 9

Home Ownership Trends	1990	2000	% Change
White Home Owners	6,888	7,080	3%
Black Home Owners	130	178	37%
Asian Home Owners	49	19	-61%
Hispanic Home Owners	27	32	19%

Graph 6: Home Ownership by Race and Ethnicity in 2000, Council District 9



Graph 7: Home Ownership Trends of Non-White Owners, Council District 9

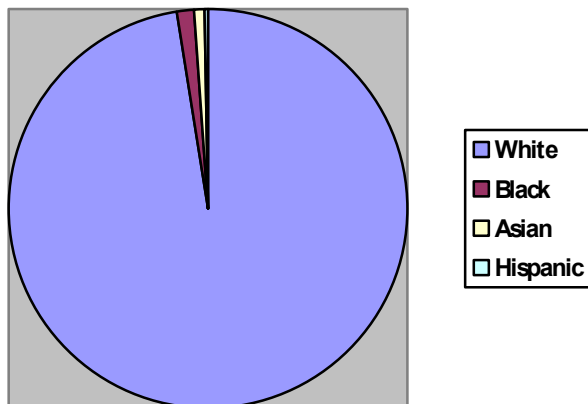


Council District 26

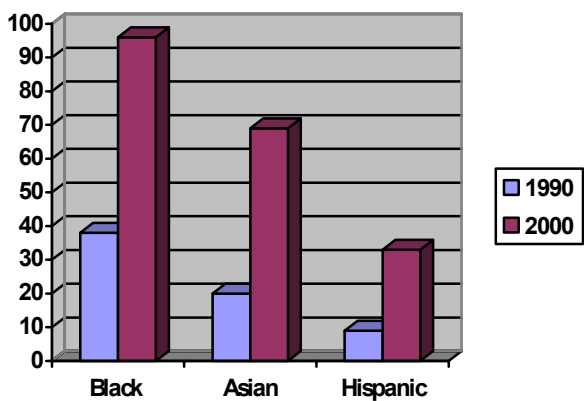
Table 7: Home Ownership Trends by Race and Ethnicity, Council District 26

Home Ownership Trends	1990	2000	% Change
White Home Owners	8,183	8,075	-1%
Black Home Owners	38	96	153%
Asian Home Owners	20	69	245%
Hispanic Home Owners	9	33	267%

Graph 8: Home Ownership by Race and Ethnicity in 2000, Council District 26



Graph 9: Home Ownership Trends of Non-White Owners, Council District 26



Renter Trends

- Similar to the home ownership trends discussed above, the renter trends for Districts 7, 9, and 26 also increased in the number of racial and ethnic minorities, as shown in Tables 8-10 and Graphs 10-15. While the White renters in each District decreased slightly, the number of Black, Asian, and Hispanic renters increased significantly in each District.
- Although White renters continue to represent the largest racial group in each District connected to St. Matthews, persons of color and ethnic minorities are becoming more prevalent as renters and home owners. As mentioned above, with increased diversity in

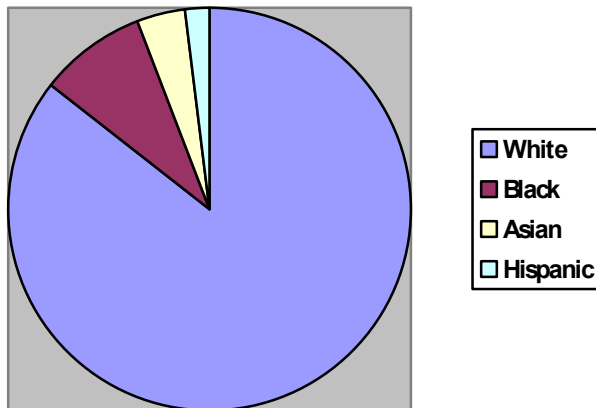
the St. Matthews area, strategies for engaging individuals from diverse backgrounds are needed to increase community ministry participation for all residents.

Council District 7

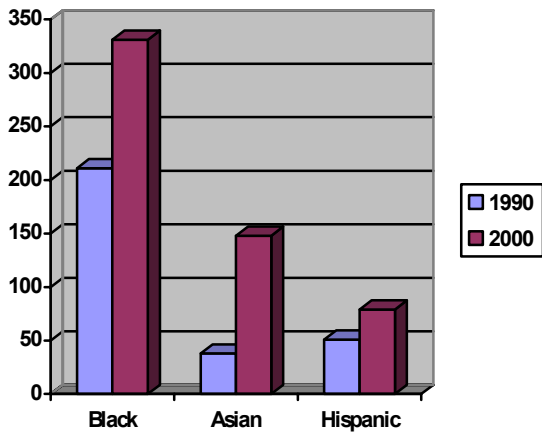
Table 8: Renter Trends by Race and Ethnicity, Council District 7

Renter Trends	1990	2000	% Change
White Renters	3,686	3,318	-10%
Black Renters	211	331	57%
Asian Renters	38	148	290%
Hispanic Renters	51	79	55%

Graph 10: Racial and Ethnic Composition of Renters in 2000, Council District 7



Graph 11: Renter Trends by Non-White Renters, Council District 7

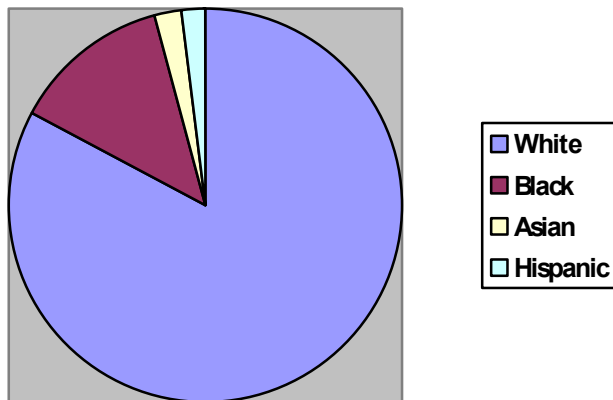


Council District 9

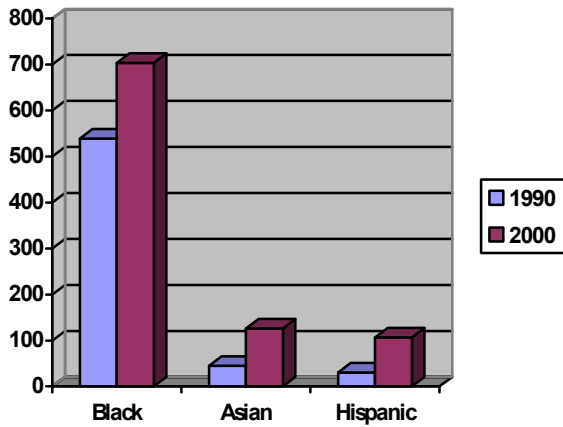
Table 9: Renter Trends by Race and Ethnicity, Council District 9

Renter Trends	1990	2000	% Change
White Renters	5,065	4,475	-12%
Black Renters	539	704	31%
Asian Renters	45	126	180%
Hispanic Renters	30	107	257%

Graph 12: Racial and Ethnic Composition of Renters in 2000, Council District 9



Graph 13: Renter Trends by Non-White Renters, Council District 9

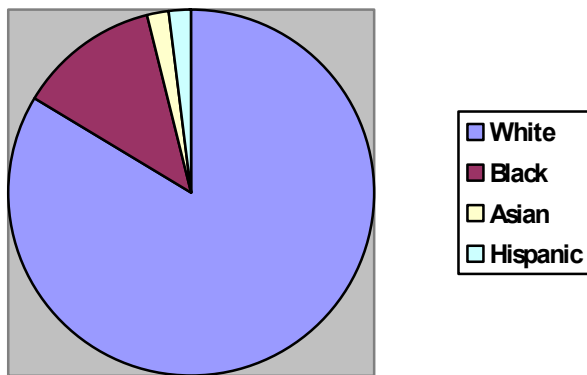


Council District 26

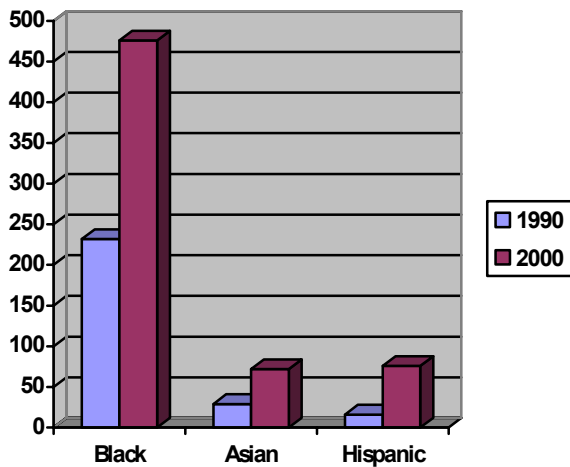
Table 10: Renter Trends by Race and Ethnicity, Council District 26

Renter Trends	1990	2000	% Change
White Renters	3,275	3,173	-3%
Black Renters	232	476	105%
Asian Renters	29	72	148%
Hispanic Renters	16	76	375%

Graph 14: Racial and Ethnic Composition of Renters in 2000, Council District 26



Graph 15: Renter Trends by Non-White Renters, Council District 26



Income and Poverty

Income and Poverty Trends

- As shown in Table 11 and Graph 16, in Jefferson County, there was a 6% *decrease* in the number of persons living below the poverty level between 1990 and 2000. However, in St. Matthews, the number of persons living below the poverty level *increased* 16%.
- There was a similar increase in the number of persons living in poverty for both Districts 7 and 26, as indicated in Table 12 and Graph 18.⁴ Similar to St. Matthews, District 26 saw a 20% increase in the number of persons in poverty.
- While District 7 also had a positive increase in the number of individuals in poverty, the increase was considerably greater than for either St. Matthews or District 26. As shown, between 1990 and 2000, District 7 experienced a **46%** increase in the number of persons in poverty.
- Of all Council Districts associated with St. Matthews, District 9 by far had the highest number of persons living in poverty for both 1990 and 2000, but between 1990 and 2000, District 9 saw a 9% decrease in the number of persons in poverty.

⁴ Data for income and poverty trends across Council Districts obtained by the Metropolitan Housing Coalition, *Housing Trends in Louisville: Data Profiles of the Metro Council Districts*. Document can be found at: http://www.metropolitanhousing.org/pdf/mhcdoc_50.pdf.

- As shown in the above section, “Housing Profile”, in 2000, District 7 had only 0.8 units per 1000 households with Section 8 and did not have any units of public housing. However, by 2000, District 7 experienced a 46% increase in the number of persons in poverty. In 2000, 5% of the residents in District 7 were living in poverty. With a dearth of Section 8 and public housing units, persons living in poverty in District 7 have few affordable housing options.

Table 11: Poverty Status in St. Matthews and Jefferson County, 1990-2000

Poverty Status	<u>St. Matthews</u>			<u>Jefferson Co.</u>		
	1990	2000	% Change	1990	2000	% Change
Above Poverty Level	19,256	19,046	-1%	563,419	596,739	6%
Below Poverty Level	715	826	16%	89,755	84,143	-6%

Graph 16: Persons Living Below the Poverty Level for St. Matthews and Jefferson County, 1990-2000

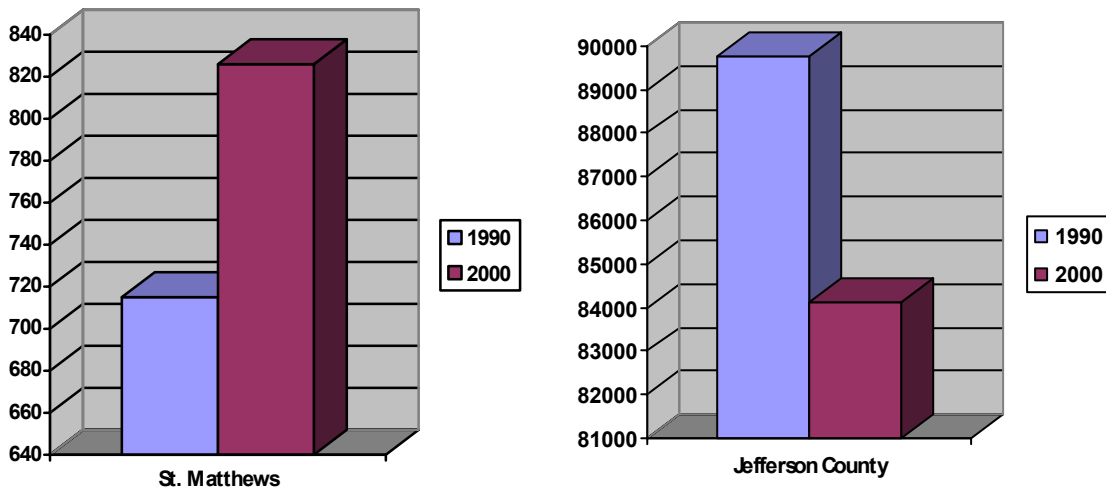
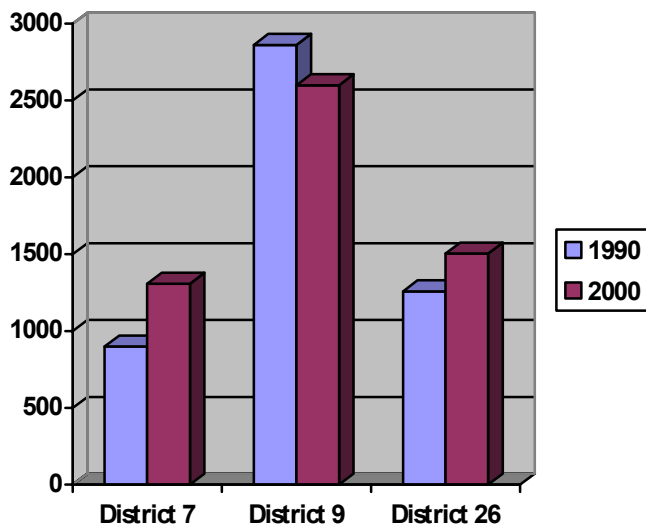


Table 12: Income and Poverty Trends by Metro Council District, 1990-2000

	1990	2000	% Change
District 7			
Median HH Income	\$40,054	\$52,110	30%
# Persons in Poverty	899	1,308	46%
Poverty Rate	3.5	5.2	2%
District 9			
Median HH Income	\$27,051	\$37,914	40%
# Persons in Poverty	2,861	2,599	-9%
Poverty Rate	10.7	10.0	0.7%
District 26			
Median HH Income	\$32,425	\$44,289	37%
# Persons in Poverty	1,258	1,504	20%
Poverty Rate	4.8	5.7	0.9%

Graph 17: Persons Living in Poverty by Metro Council District, 1990-2000



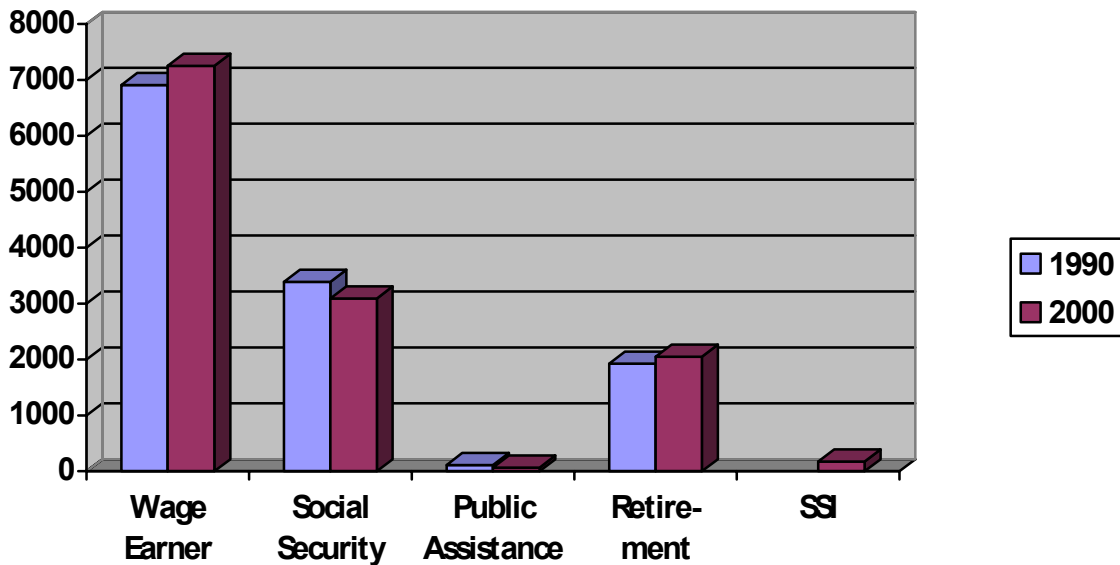
Households by Income Type

- Table 13 and Graph 19 show the distribution of income types for households in St. Matthews for both 1990 and 2000. Graph 20 shows the distribution of income types for 2000. For both years, wages and salaries represented the primary source of income for households. The second most common income type in St. Matthews for both years was Social Security; yet, there was a slight decrease in the number of households receiving Social Security. The largest decrease in income type for households was public assistance, with a 40% decrease in the number of households receiving income from public assistance. This decrease is not surprising, as Welfare Reform in 1996 resulted in an overall decrease in the allocation of public assistance. However, with an increase in the number of persons living below the poverty level in St. Matthews (as illustrated in Tables 11), the decrease in public assistance may place greater demands on community resources, like emergency financial assistance.

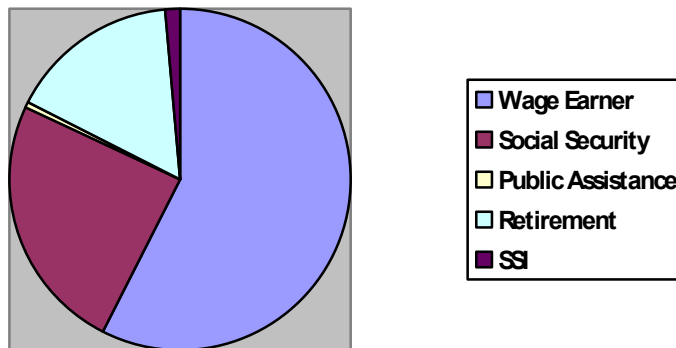
Table 13: Households with Income by Income Type in St. Matthews
- **2000**

Income Type	Households	Mean	Households	Mean	% Change by Household
Wage/Salary Earner	6911	\$40,990	7254	\$58,450	5%
Social Security	3390	\$9,233	3090	\$13,087	-9%
Public Assistance	111	\$5,010	67	\$4,042	-40%
Retirement	1926	\$10,593	2051	\$19,103	7%
SSI	NA	NA	175	\$8,393	NA

Graph 18: Households with Income by Income Type in St. Matthews, 1990-2000



Graph 19: Households with Income by Income Type in St. Matthews, 2000



Financial Assistance and Support Services

- Louisville Metro Human Services provides emergency and temporary financial assistance to individuals living in the Louisville Metro area. In 2000, only 20 applications for emergency assistance were made by residents of 40207. However, by 2006, the number had increased to 36 applications. While these numbers are small, there is a positive trend in the number of applications submitted for the 40207 zip code.⁵

⁵ Data provided by Louisville Metro Human Service.

Household Structure

Households Headed by Women

- In Louisville, 35% of households are headed by women. For Council Districts 7, 9, and 26, the figures are similar, as shown in Table 14. In District 9, 38% of households are headed by women, in District 26, 37% are headed by women and in District 7, and 33% are headed by women. The poverty rates for these areas are 10%, 6%, and 5%, respectively.

Table 14: Households Headed by Women by Council District, 2000

Council District	Households Headed by Women	Poverty Rate
9	38%	10
26	37%	6
7	33%	5

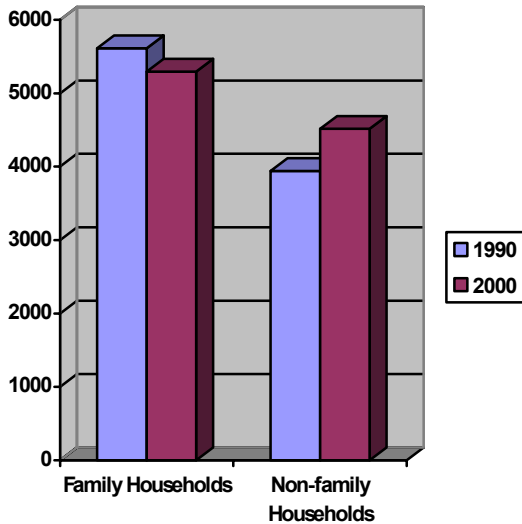
Household Type

- As shown in Table 15 and Graph 21, between 1990 and 2000, there is a decrease in the number of family households and an increase in the number of non-family households in St. Matthews. Table 15 indicates somewhat similar trends for Jefferson County as a whole; however, compared to Jefferson County, St. Matthews has experienced a decrease in family households. In terms of non-family households, both St. Matthews and Jefferson County have experienced a positive trend; though, the increase was somewhat greater for Jefferson County.

Table 15: Household Type in St. Matthews, 1990-2000

Household Type	1990	2000	St. Matthews % Change	Jefferson Co. % Change
Family	59% (5611)	54% (5294)	-6%	1%
Non-family	41% (3942)	46% (4517)	15%	25%
Total household	100% (9553)	100% (9811)	3%	9%

Graph 20: Trends in Household Type in St. Matthews, 1990-2000



Household Type by Relationship of Households

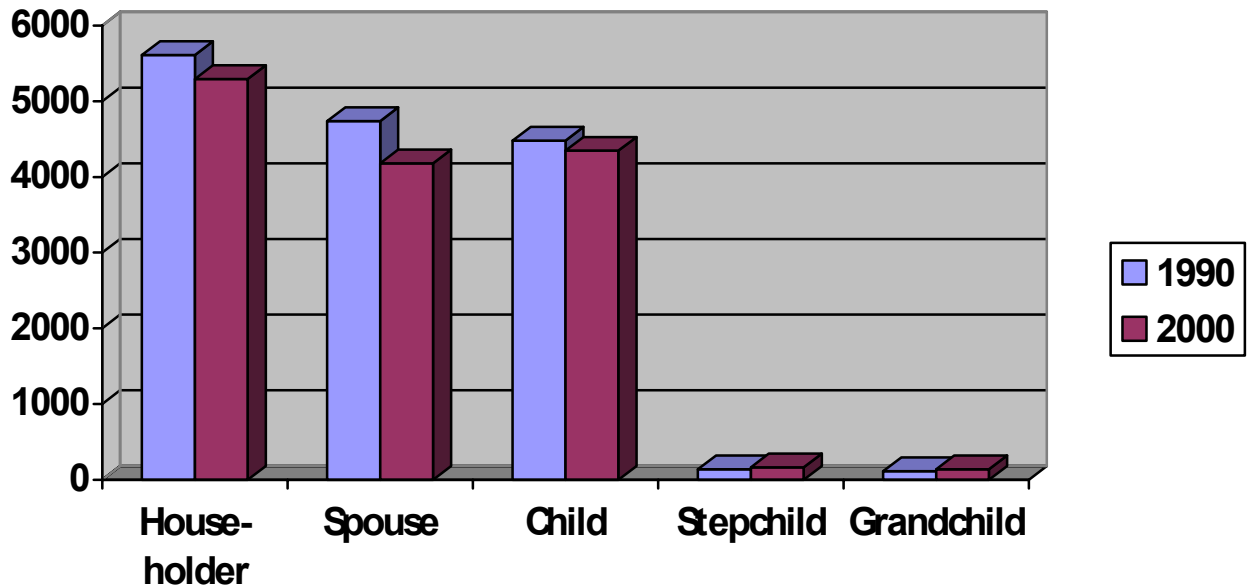
- In St. Matthews, there has been considerable change in the composition of family and non-family households (See Table 16 and Graphs 22 and 23). Overall, family households in St. Matthews have experienced a decrease in the number and types of family members and non-family households in St. Matthews have seen an increase in the number of individuals living alone as well as those not living alone.
- For family households, there was a 6% decrease in the number of family head of households and a 12% decrease in the number of spouses of householders between 1990 and 2000. Furthermore, there was a slight decrease in the number of common children for the householder and spouse in St. Matthews. Although the numbers were small overall, there was an increase both in the number of stepchildren and grandchildren living in family households in St. Matthews. Perhaps most striking is the 20% increase in the number of grandchildren living in family households. This suggests that an increase of services for grandparents raising grandchildren may be necessary for the residents of the community.
- For non-family households, there has been an increase in the number of males and females living alone as well as the number of males and females not living alone (See Table 16 and Graph 23). The largest non-family household type for both 1990 and 2000

was females living alone. For both decades, there were more than twice as many females living alone as males living alone. Although there is no data available that describes the composition of non-family households for males and females not living alone, it is possible that these households may consist of same-sex couples or non-romantic roommate situations.

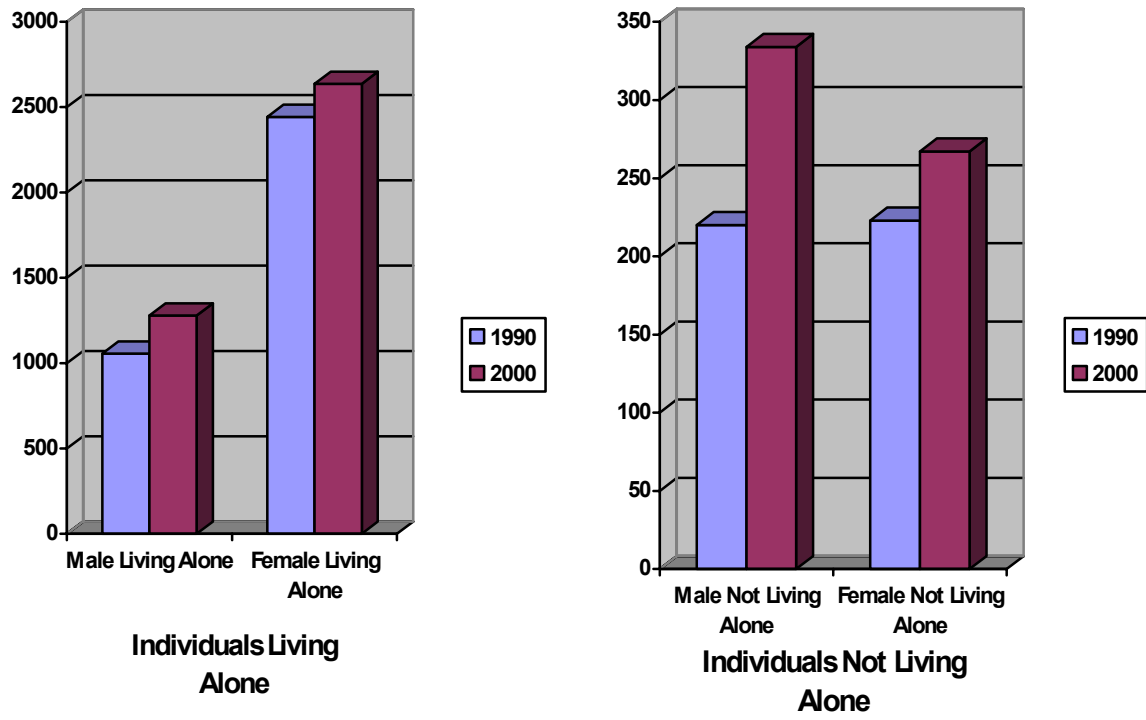
Table 16: Household Type by Relationship in St. Matthews, 1990-2000

Household Type	1990	2000	% Change
Family Households			
• Householder	5611	5294	-6%
• Spouse	4738	4179	-12%
• Child	4481	4347	-3%
• Stepchild	140	166	19%
• Grandchild	116	139	20%
Non-family household			
• Male Living Alone	1056	1279	21%
• Male Not Living Alone	220	334	52%
• Female Living Alone	2443	2637	8%
• Female Not Living Alone	223	267	20%

Graph 21: Family Household Trends in St. Matthews, 1990-2000



Graph 22: Non-Family Household Trends in St. Matthews, 1990-2000



Family and Child Well-Being

*Child Well-Being*⁶

- As shown in Table 17, there was a 19% increase in the number of women in St. Matthews who accessed early prenatal care within a 10 year period, from 1986-1988 to 1996-1998. This increase is slightly more than the increase for Jefferson County, which was 10%.
- While St. Matthews and Jefferson County saw positive gains in terms of early prenatal care, both areas experienced an increase in the number of low birth weight babies between 1986-88 and 1996-98, with St. Matthews experiencing a positive increase of 227% (See Table 17). Although the overall numbers of low birth weight babies are small (15 for 1986-88 and 49 for 1996-98), the increase represents a positive trend. Greater attention must be given to populations who are at risk of delivering low birth weight babies.
- Similarly, there was a positive increase in the number of births to teen females age 15 to 17. Between 1986 and 1988, for every 1000 females age 15 to 17, there were three births (See Table 17). This figure increased to 9 births per 1000 teens between 1996 and 1998.

Table 17: Child Well-Being for St. Matthews and Jefferson County, 1986-1988 and 1996-1998

	St. Matthews			Jefferson County		
	1986-88, # (%)	1996-98, # (%)	% Change	1986-88, # (%)	1996-98, # (%)	% Change
Early Prenatal Care	604 (95%)	716 (96%)	19%	23,281 (82%)	25,559 (88%)	10%
Low Birth Weight Babies	15 (2%)	49 (7%)	227%	2,149 (8%)	2,543 (9%)	18%

⁶ All information on family and child well-being was obtained from Kentucky Population Research's *Making Connections: Neighborhood Profiles of Child and Family Well-Being*, which can be retrieved online from http://ksdc.louisville.edu/Neighborhoods/Neighborhood_report.pdf.

Teen Births (births to females 15-17 per 1000)	3	9	200%	Data Not Available	Data Not Available	-----
--	---	---	------	--------------------	--------------------	-------

- According to *Making Connections: Neighborhood Profiles of Child and Family Well-Being*, produced by Kentucky Population Research at the University of Louisville, the number of “Kids in Trouble” (See Table 18) in St. Matthews between 1998 and 1999 represented a very small percentage of the “Kids in Trouble” in Jefferson County. For neglect, physical, sexual, and emotional abuse, accidental death, and homicide, St. Matthews constituted between 0 and 1% on all measures for Jefferson County. Similarly, between 1994 and 1998, there was one adolescent death resulting from accident. This constituted only 1 percent of all violent deaths for Jefferson County.

Table 18: “Kids in Trouble” in St. Matthews

“Kids in Trouble”	Total Number	% of Jefferson County
Out of Home Placements	0	0
Physical Abuse – Substantiated	13	1
Sexual Abuse – Substantiated	0	0
Emotional Abuse – Substantiated	0	0
Neglect – Substantiated	20	0
Adolescent Violent Deaths		
Accident	1	1
Homicide	0	1
Suicide	0	1

- As shown in Table 19, there was a 56% decrease in the number of JCPS students between grades 7 and 12 who dropped out of high school from 1993/94 to 1998/99 in St. Matthews. However, there was a 23% increase in the truancy rate of St. Matthews' students for those same years. The truancy rate in St. Matthews increased 20% more than it did for all of Jefferson County. If this trend continues, St. Matthews may experience a significant problem in terms of the truancy of its young people, which may impact other areas of child and family well-being.

Table 19: JCPS School Drop-Outs and Truancy for St. Matthews and Jefferson County, 1993-94 and 1998-99

	St. Matthews			Jefferson County		
	1993-94, # (%)	1998-99, # (%)	% Change	1993-94, # (%)	1998-99, # (%)	% Change
JCPS School Drop-Outs	32 (6%)	14 (2%)	-56	2,420 (6%)	2,340 (6%)	-3
JCPS Students Missing 20 or School Days	104 (9%)	128 (10%)	23	17,718 (20%)	18,203 (20%)	3

- As shown in Table 20, St. Matthews has experienced an increase in the percentage of single mothers as well as mothers over the age of 35 and under the age of 20 who are giving birth. The percentage of increase for single mothers in St. Matthews was 150%, compared to only 29% for Jefferson County. Similarly, there was a 50% increase in St. Matthews of mothers younger than 20 years of age, with only a 7% increase in Jefferson County. This trend suggests that the community of St. Matthews may experience a greater demand for specialized services by single and younger mothers and may need to provide greater outreach for these populations.

Table 20: Birth Mother Characteristics for St. Matthews and Jefferson County, 1986-88 and 1996-98

	St. Matthews			Jefferson County		
	1986-88	1996-98	% Change	1986-88	1996-98	% Change
Median Age	30	30	0	25	26	4
% Under Age 20	2	3	50	15	16	7
% Age 35 and older	10	18	80	6	11	83
% Single	4	10	150	31	40	29
% Not High School Graduate	2	2	0	23	20	-13
% Smoked During Pregnancy	8	5	-38	26	19	-27

Focus Group Findings

Focus groups allow for multiple interviews at one time. The brainstorming around questions in this group format helps to maximize the thinking power around the specific questions posed. Peter Senge’s Learning Organization model proves when the more minds are focused at the same time on any organizational question or challenge it creates a much higher IQ level in discussion than one person alone. Therefore, focus groups allowed for the collection of useful qualitative information in this assessment. In-person interaction that occurred within these focus groups allowed for thoughts/statements to be fully understood and explained, versus a paper questionnaire where thoughts/statements might be misconstrued.

The St. MAM member focus groups were facilitated during the months of October and November 2007 where all 13 member churches were invited to participate. There were representatives from: Beechwood Baptist Church, Beargrass Christian Church, Holy Trinity Catholic Church, Harvey Browne Presbyterian Church, Bethel St. Paul United Church, Christ Church United Methodist, and St. Matthews Area Ministries who contributed in these sessions. The following were the responses from the focus groups, which are in order of the number of times the need was replicated throughout this process.

<p>Question 1:</p> <p>What are emerging needs of your congregation and/or the surrounding community.</p>	<p><u>Emerging/Growing Needs:</u> Economic Needs/Financial Assistance (all ages)</p> <p>General feedback: There are smaller amounts of requests for assistance from within the St. MAM member churches. Rather, external financial request are more and more from the community. One member church made an attempt to manage a hotline related to financial concerns and they were bombarded with calls. Thus, the service discontinued due to lack of staff. Poverty seems on the rise based on the rise in volume of requests for assistance.</p> <ul style="list-style-type: none"> - Requests for financial assistance for utility bills are on the rise and requests are fulfilled by member churches until there is no more assistance for that month. Many churches have to turn people away or toward St. MAM. - Requests for financial assistance with medical care are significant. - Requests for purchasing medicines – needs funds to do so (Meier and Wal-Mart will sell antibiotics at a \$4 discount rate). - Need help with unemployment concerns related to lack of funds. - Food/food pantry/food baskets are regular needs - Clothing - Transportation cost assistance – gas prices have increased, TARC vouchers are requested more and more, and auto repair request are made. - Requests for financial assistance for bus tickets to other towns.
--	---

- Need for shelter/Homelessness
- Some folks need a hotel room for one night while in between places.
- Housing payment assistance

Family Structure in need of support:

Family needs are growing in the following areas –

- 1) need for parenting skills;
- 2) need for ways to strengthen families;
- 3) need for ways to better assist with widow/widower scenarios;
- 4) need for marital counseling due to a high rate of divorce related requests; and
- 5) The need to support single-persons.

Direct feedback:

- Divorce is a large part of family make-ups in churches.
- More and more single mothers.
- families are dual career families which creates challenges for taking care of young and old – adult care and childcare are necessary realities.
- Infant resource centers necessary – childcare needs are great

Family challenges:

- Need to find ways to facilitate families spending time together – need for better time management skills.
- Need counseling services for families on many levels – safety, decision making, etc. How to assist with good decision making?
- Need for access to financial problem-solving/debt management within families.
- Debt management – couples planning a wedding confide that they have debt that is overwhelming, older folks who aided a child financially find themselves in financial trouble (foreclosures), etc.

Aging family members:

- Grandparents raising grandchildren
- Aid with how to take care of an elderly parent – What services are available? What resources are there?
- Senior/Aging Assistance/transportation/upkeep of homes
- What will I do when I retire? How will I survive?

Teen-age issues

- 1) How to cope with adolescence years 12 – 18 in age;
- 2) Parents request assistance on how to manage/parent teenagers ages 12-18; and
- 3) Need more information on how to manage family violence situations with teens.

	<p>Addiction Challenges are growing among youth people: Need for coping mechanisms for dealing with life. Right now 1) substance abuse; 2) sexual addictions; and 3) Eating addictions are filling that gap. - Alcohol/substance abuse growing rapidly with young people – teens - Internet education/management for the youth becoming a growing need.</p> <p>Health Related Needs - Right kind of health care for the aging. - Health equipment requests - Management of members in need of mental health services. - Assistance with transportation due to physical limitations.</p> <p>Language Barriers - need help managing the growing request from non-English speaking populations (Spanish and Asian)</p> <p>Spiritual Needs: - Ecumenical understanding needs to grow. - Need to spiritually grow. - Need to form a sense of community within the church and in the surrounding community. - How to live in loving relationships (ages teen – 40) – making a transformation to a relationship with Christ. - Programs needed to assist with delivering the spiritual word (maybe a program to supply bibles to folks who don't have them)</p>
<p>Question 2: Of these emerging needs, identify the immediate needs of your congregation and/or surrounding community</p>	<p>NOTE: some of the food, shelter and transportation issues listed below are related to transient and residential folks vs. actual church members.</p> <p>IMMEDIATE Needs Identified: - Food - Clothing - Need for access to shelter/people are homeless - Transportation/cost of gas is high/auto maintenance/ Bus tickets/TARC - Emergency financial assistance - bill payments/utility bills/ assistance to help folks get to the end of the month. - Short-term financial assistance due to unemployment and job transitions - Grief counseling - Some marital concerns (violence in the relationship, etc.) are immediate. - Teen-age issues that are pressing - violence & substance abuse.</p>

	<ul style="list-style-type: none"> - Member churches run out of emergency assistance money and then send people away or to St. MAM.
<p>Question 3:</p> <p>Of those identified on Question 1, identify long-term needs of your congregation and/or surrounding community</p>	<p><u>LONG-TERM NEEDS Identified:</u></p> <p>Note: The majority of member churches look to St. MAM for this assistance/role:</p> <ul style="list-style-type: none"> - Need assistance with those preying on the church system. Need a way to identify them and share this information with other churches. How to manage the exploitation/fraud of the goodness of churches. - Moving from living off the church services to self-sufficiency. - Need a plan for addressing the source of poverty in 40207. - Need a plan to addressing the rampant increase in family breakdown - Need a plan to address substance abuse - Need long-term plans for how to aid the aging baby-boomer population. - Answering needs of a growing non-native populations (EG: communication support with Spanish speaking population) - Need a long-term plan for clothing/food/shelter – basic needs - Need counseling programs for families designed to assist in smart decision making. Need for a wrap around model for varying needs within one family. - Need to address the lack of compassion to move/drive people to want to assist other people.
<p>Question 4:</p> <p>What would be helpful information for you gain from this assessment process? What kind of answers are you looking to obtain?</p>	<p><u>Aspirations of the Needs Assessment Outcomes</u></p> <p>Factual/Stigma Perspective:</p> <ul style="list-style-type: none"> - Need for better understanding of poverty in the 40207 area. - Education on better grasping various needs of 40207. - How to counter the “label” of being located within a seemingly affluent zip code (40207) when poverty and struggle still are a concern. - Would like to have data on the importance of relationship building. - Information on the root causes of these long term needs and trends. - Identify better the number of homes headed by single-parent mothers. <p>St. MAM Organizational Perspective:</p> <ul style="list-style-type: none"> - How to market and advertise St. MAM within the geographical region that it primarily serves. - Need facilitation of some sort to assist with educating church members/goers about St. MAM. - Having a real sense of the human needs of the congregation

and surrounding communities. What do we do best as a ministry?

- What is realistic – from a budgetary point of view – to ask of in terms of assistance through St. MAM?
- How to expand St. MAM and some member churches technologically/digitally?
- Would like to have the opportunity to hear more from St. MAM staff/board if church members are fulfilling their roles within the ministry.
- How do we invest our resources (ministry-wide) wisely? How should we focus ourselves?
- Need to conduct a survey of services offered through St. MAM and the 13 member churches? How do we avoid duplication of services? Want to maximize resources and minimize duplication. Need to coordinate internally at St. MAM.
- May find that we need to realign our services offered, our goals and how staff time is spent through St. MAM?
- Would like to know where the resources are coming from in support of St. MAM?
- Who funds St. MAM? Who else should we approach – grants, donors?
- How much is the government assisting St. MAM – federal, state and local?
- Would like to better coordinate the efforts of St. MAM and the 13 member congregations – Are we serving double time? Are we cost effective?
- Why not combine youth programs among congregations to offer families with young children more opportunities? Might this be coordinated as a role of St. MAM?
- Want to take St. MAM to a higher level/Expanding their services/funding for counseling services
- Move from band-aid assistance from St. MAM toward self-sufficiency focused efforts.
- Better coordination of the wide array of services offered through the 13 member congregations of St. MAM
- Assistance with how to deal with fraud/exploitation of church services and staff time.

Service/Programmatic Perspective:

- What can we offer our membership in the area of life skills? What kind of wrap around service programs are there to emulate?
- Need more Families In Transition workshops – high rate of divorce – right now there are 5 workshops per year – more information on Parents Apart Collaborative Teams a partner program of FIT.
- What do we need to do as churches to answer the needs identified (e.g. Spanish speaking population has grown, what are our options for serving this population? With issues are related to

	<p>cultural barriers?)</p> <ul style="list-style-type: none"> - Expanding childcare initiatives – ways to do that <p>Youth Perspective:</p> <ul style="list-style-type: none"> - Youth are passionate and want to help, but are not “board member” material, yet. They also cannot make long-term agreements in terms of their assistance. Can we identify short-term roles for youth involvement? How can we better support their interests? - Want to know why youth leave congregations <p>Some of the strengths that have emerged from working with youth:</p> <ul style="list-style-type: none"> • Young members like the youth mission trips. These opportunities expose young people to other cultures and personal growth. • Retreats are highly effective for building relationships and regenerating investments of members in churches.
<p>Question 5:</p> <p>Why do you feel members of your church may or may not fade out over time?</p>	<p><u>Needs Identified for Maintaining Membership (Sustainability) Within the 13 Congregations:</u></p> <p>Familial Trends:</p> <ul style="list-style-type: none"> - People leave due to disconnect in relationships (e.g. divorce, not growing spiritually, see no purpose for their talents, etc.) - Change in dynamics in families - Families drive very far for athletic events but cannot make it a mile to church. - Youth want to be involved but don't know how... <p>Consumerism:</p> <ul style="list-style-type: none"> - What can the church do for me? What can it do for my individual family? If the services don't meet their needs, they shop around. - We live in a fast paced society and the numbers of commitments people have are large and they cannot fit church into those plans. They don't necessarily want to contribute time to the church. - Demands on the core people who assist within their church find that it eventually becomes a burden creating a scenario which makes them leave. - Realities between lives vary. One member is upset he cannot afford a new boat vs. the member who needs assistance paying utility bills, poverty. - Grass is always greener – bounce from church to church. <p>Tradition vs. Non-tradition:</p>

	<ul style="list-style-type: none"> - Generational: 1) Older folks may be physically unable to get to church, and 2) Younger folks have participation thoughts that are not the same as other generations. Youth are “wired” differently. Maybe we should offer short-term opportunities for youth. - Churches are not dealing with people who attend for social reasons and who question the structure and beliefs. - Church is presented as an option vs. something people and the community need. - Church has become a social venue vs. a relationship on a spiritual level. - Some people understand the role of spirituality but don’t attend. - Generational challenges – there are 3 full groups of separate generations with representatives who want to be leaders. Information age vs. old traditional structure. EG: Music changes, video projection acceptable to some but not accepted widely by older generations. - Look at needs of people not attending our churches – institutional maintenance vs. outside of the box thinking and approach - Traditional service approach with church and spirituality – may lose those interested in nontraditional. - Need to find a way to build compassion for charities with hope of getting people more involved. <p>Feedback on why members stay:</p> <ul style="list-style-type: none"> - Members feel a strong sense of community - STRENGTHS – BASED Models have been introduced in some churches. - There are wonderful ministers/church leadership/ministry that reach out and help find a fit for members. - Keep people personally connected (stress small group work). - Fabulous music programs and/or athletic programs (people actually join this church for this reason alone). - Internal assessment efforts are made at some churches to help better track the needs of members and find ways to answer the need. - Theology is centrist but try to include other views and make folks comfortable
<p>Question 6:</p> <p>What programs/services</p>	<p><u>Community-wide and Congregation-wide Awareness of St. MAM</u></p> <p>Feedback on General Understanding of St. MAM</p> <ul style="list-style-type: none"> - 20% have some awareness – 80% do not

<p>do you or your congregation access through St. MAM? Are you and your congregation clear about the resources available for access through St. MAM?</p>	<ul style="list-style-type: none"> - People know it as a food bank but not everything else. - Younger folks seem to not know it is available to them. - Don't know much about St. MAM. - Some congregations have a healthy respect for St. MAM as a partner and others don't. - Services of St. MAM are not well know by the younger generation vs. the long-term older population <p>Needs Identified to Address St. MAM Marketing to date:</p> <ul style="list-style-type: none"> - Some congregations are more aware than others (some have use of educational tools – newsletters, websites) that assist with spreading the word. - Constantly trying to reinforce that congregations are a part of St. MAM, but it not gelling. Need to improve this effort. - Ideas for marketing: knock on doors of businesses in the area for support with marketing. - Resource of St. MAM, Education about St. MAM and Marketing of St. MAM need to be a primary focus. - Need new St. MAM pamphlets shared promptly. - Need a marketing plan for St. MAM. - Not clear about services offered by St. MAM/publications from St. MAM are not clear and visually dated. - Need an overhaul of the St. MAM written material. - Add a "Christian based" message the literature that comes out of St. MAM. - The website for St. MAM needs to be improved – more user friendly and professional. - Fuzzy territory lines when it comes to services available through other Louisville ministries vs. St. MAM. This needs to be made clear. <p>Need Identified for better coordination of services:</p> <ul style="list-style-type: none"> -Would like to access the ESL programs offered through Beechwood, but did not know until this focus group gathering that there was one. - Member churches need to join forces on special topics and events/need to take into account needs of the participants (EG: childcare, transportation, etc.) to get people more involved. Remove the "life" obstacles so folks can participate. - Would like to be a member church that is active with donations needed to be made to St. MAM (EG: if the food pantry is low on tuna fish, add this note to the board meeting agenda and each church can collect to answer the need). - Utilize St. MAM as an arm of the CCUM efforts. Partner with St. MAM as a referral service. <p>Service Enhancement Suggestions:</p>
--	---

- Can there be a community center through St. MAM attracting more families and young members?
- Can we set-up a social service exchange like the Neighborhood Place system?
- Does or can St. MAM have a health provider on site?
- Need more specifics on why St. MAM runs a child development center. Not sure it needs to continue.
- Need more open communication and programmatic structure in place for answering financial needs through St. MAM (e.g. Payment for utility bills)?

Need to Enhance Coordination of Volunteerism

- Need to know if there are opportunities for services of volunteers at St. MAM. Want to be an active volunteer resource for St. MAM
- Contract free work around the annual fundraiser/maximize resources and people power from member congregations to support and enhance St. MAM's efforts.
- Needs to be made clear the need for volunteers so member organizations could assist/partner better with St. MAM.
- Identify before board meetings a basic needs of St. MAM (EG: food pantry contribution) so members churches can support St. MAM.
- Find retired social services and financial, etc. parishioners to volunteer their skill through St. MAM.
- Further business partnerships (like the Panera partnership) within St. MAM. Volunteers from member organizations can and want to help here!!!

Staffing/Management Feedback for St. MAM

- Need to find resources to support a Development Director for St. MAM. Time needs to be focused on the level of fund raising that could be accessed instead of staying marginalized.
- Need a staff person at St. MAM to track all of the services offered through the 13 member churches in order to reduce duplication of services and promote partnerships between member churches.
- Address the micro-management at St. MAM. Need to diversify projects and share responsibility of the management of projects.
- St. MAM needs vital, active board members

Key Informant Findings

An assessment interview with a key informant is a structured social interaction between a researcher and a subject who is identified as a potential source of information. This enables an exchange that allows the interviewer to obtain qualitative feedback that will become quantifiable and comparable information relevant to an emerging or previously stated plan or direction. The following key informants were available for interview, though others were contacted:

Chenoweth Elementary School Representative

This Jefferson County Public School participates in the National School Lunch Program. At Chenoweth, 48% access the program which in-turn means they are living close to or below the poverty level. This statistic ensures that this school has a Family Resource Center on site. FRC's coordinate services necessary for children who are underprivileged to receive what they need to succeed. Keeping in mind that not all of the students who attend Chenoweth live in the 40207 zip code, it is still an area where St. MAM is and will continue to be a great partner. St. MAM has assisted in the removal of barriers that cause children to be unsuccessful in school. Basic needs must be met.

St. MAM has been a great resource for this school. They help with holiday baskets, needs of the infant resource room, a co-sponsored parenting group effort, food pantry supplies, financial assistance for families (if it is a small request), school supplies, medical supplies, transportation for families, etc.

Jaeger Pre-School Representative

There is no tuition for attending this pre-school. 91% of the children who attend are eligible for the National School Lunch Program. This does not mean all of these children live in the 40207 zip code. However, this school is a partner with St. MAM for access to their services in terms of financial assistance, school supplies, transportation expenses, etc.

This school offers several federal programs designed for early childhood development.

- 1) The national service program, Jump start, offered via the US Freedom Corp allows for college students to give their time as volunteers to assist young children while at school; and
- 2) Head Start which is a national program that promotes school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social and other services to enrolled children and families.

Needs identified with respect to early childhood, elementary, middle and high school students:

- ✚ Kammer Middle School will be opening a Youth Service Center (the equivalent of a Family Resource Center) that will serve middle school and high school students. This Youth Service Center will serve students from Kammer Middle, Westport Middle and Ballard High School students who participate in the National School Lunch Program. The creation of this Youth Service Center will create a much larger need in the above-mentioned areas for partnerships to form with St. MAM and other community serving groups. There are twice as many kids to serve at this level. FRC's and YCS's are open to help anyone 240 days out of the 261 day school year.

- ✚ Truancy challenges arise with the middle school and high school students. This Center will need help addressing that challenge.
- ✚ The interaction with grandparents and foster parents is a growing area where schools need help. They need organized support services for this growing population of caregivers.
- ✚ The schools see a large number of single parent homes where incomes are low and needs of children in relation to their education need attention.
- ✚ Faith-based support is greatly needed in a number of ways: need after-school programs for tutoring elementary, middle and high school kids. This could even be run through a church. These kids need recreational options, healthy food for snacks, etc. Since many of the St. MAM churches are on the TARC bus line, there is easy access to sites.
- ✚ Need business minded volunteers. Families need assistance with employment skills. How to conduct a job search, writing a resume, interviewing skills, interpersonal skills, finance and budget training workshops.

St. Matthews Area Business Association Representative

The St. Matthews Area Business Association has been serving the community for 50 years.

Needs identified by business leadership:

- ✚ SMABA is in support of St. MAM and the good work that it does, but would really like to enhance their relationship in some way.
- ✚ Every year SMABA gets the request from the community to have a “coat drive”. SMABA would like to work with St. MAM to develop such a project in order to answer the community request. In fact, there are several service related ideas that come from the business association but they never really form into anything. This may be where business can partner with St. MAM in a more organized fashion.
- ✚ SMABA would like to work further to partner St. Matthews based businesses with St. MAM. There is a need to better identify the strengths of the two agencies and to better coordinate or couple those strengths into something useful for the community.
- ✚ It is one thing to attend each others meetings or special events. It is another to make some good use of the relationship.

St. MAM Board Member 1

Member of Holy Trinity Catholic Church for 42 years, and has been involved with St. MAM for about 5 years. Her church has an organized area of services provided to the community and there is a clear way that members might make donations or volunteer within her church. However, the Holy Trinity parishioners are “not as informed about St. MAM” as they should be. The church does know to send those who need financial assistance - beyond what their church can provide - to St. MAM.

Needs Identified:

- ✚ St. MAM and their events need to be marketed better. There has been low attendance lately at the auction and the run.
- ✚ Coordination of what all of the member churches offer in terms of services or projects needs to be shared amongst all of St. MAM’s member churches

- ✚ Needs to be better communication between churches and school efforts. Collecting school supplies to donated where schools have had fundraisers through the purchase of school supplies caused confusion and overload with their school partnerships.
- ✚ Holy Trinity has a large volunteer pool that might be better partnered with St. MAM to assist with their efforts.
- ✚ There seems to be a need to better connect the role of the member church and their assets to the larger picture of St. MAM. Together there might be an even more beneficial outcome for those in need.

St. MAM Board Member 2

Member of Christ Church United Methodist and a member of the St. MAM board since early 2006. He had served as finance chair for the board's Executive Committee. The current St. MAM board of directors includes a cohort of individuals that would like to build more of an institution out of the umbrella organization of St. MAM. However, there seems to be opposition to structural changes in order to move that direction.

Needs identified:

- ✚ Accountability measures related to budget and St. MAM staff evaluations need to be standard practice. This would help to identify gaps where the organization need staff/volunteer assistance to achieve larger or additional goals.
- ✚ There is a feeling that we as a board would like to do more through St. MAM than is currently being done, but how?
- ✚ Benchmark evaluations, measures of beneficial outcomes, compared to the amount of staff time related to projects for any organization should be monitored. This is standard business practice and they are a need of St. MAM's at this point.
- ✚ Staff roles really need to be more clearly defined and delegated.
- ✚ A newsletter in paper format would be a great way of trying to bridge what seems to be a large communication gap between member churches, St. MAM and the immediate community. There are congregation members who would more than likely assist in offsetting the price of this piece if done well.
- ✚ St. MAM seems to be in a stalled pattern of operation and we need growth, new ideas, big picture thinking and an organizational structure to match.

Analytical Summary

Following the collection of socio-demographic information, the facilitation of the focus groups and the independent interview sessions – the analysis of needs begins. The quantitative (trends, demographic, etc.) analyzed earlier in this report strongly support most of the needs expressed in the qualitative sessions, which gives merit to them factually. This is incredibly important when looking to write proposals for grant monies or addressing a group that may want to support other St. MAM efforts.

The population trends support the feeling, feedback, and possibility that there is an age group (25-44 years of age) under 50 years of age experiencing family breakdown and in need of marital and/or divorce support systems. This age group makes up 31% of the population in the area. Of the total population in the St. MAM geographic region, over 1/3 of families are being head by a single parent. Also, keeping in mind the truancy rate in St. Matthews increased 20% more than it did for all of Jefferson County supporting the need for assistance in this area via local Youth Service Centers and JCPS.

Running a close second in terms of a large population by age inhabiting the area is the group above 45 years of age (or “baby boomers”). This population has proven to overwhelm service agencies outside of St. MAM given the size of the population aging simultaneously and their need for similar assistance. The needs identified for the aging and health care are more than likely areas that will increase in terms of requests made of the congregations and St. MAM based on the rise in this population.

Rise in foreclosures grew and the number of people in St. Matthews living below the poverty level increased 16% from 1990 – 2000. When viewed by individual Louisville Metro District, number seven experienced a 46% increase in the number of persons in poverty. Though, the number accessing public assistance had dropped. This may be the impact of the Personal Responsibility Work Opportunities Reconciliation Act of 1996 (welfare reform). Those who accessed welfare as of 1996 had reached the 5 year time limit on or before the year 2001. The research related to welfare reform in Kentucky notes an increase in former clients still accessing cash assistance (EG: for utility bills) as they try to succeed in the workforce beyond their 5 year cut-off point. However, their access is limited.

The analysis also shows a significant rise in ethnic groups moving to the 40207 area, which would support the influx of needs related to language and cultural barriers. Many of the churches who participated in this needs assessment shared that Catholic Charities was a strong partner for many of their efforts related to conversational and cultural uniqueness. This may be an agency to for St. MAM to partner with in an organized fashion in order to better serve the needs of this population.

St. MAM already has some services in place to take on the basic needs and related concerns identified in the qualitative feedback in this report (EG: Food Pantry, Clothes Closet, etc.).

However, the staff and board of directors may find that they will need to compare this report against their existing strategic plan and current organizational structure. Many of the identified needs and requests identified are based on long-term organizational adjustments and change with how services are viewed and the way they are currently delivered. In fact, the more repetitive volume of feedback from the qualitative sessions had more to do with the needs related to organizational structure of St. MAM and the process for delivering services.

Resource links:

National School Lunch Program

<http://www.fns.usda.gov/cnd/governance/notices/iegs/iegs.htm>

What Congregations Should Know About federal funding for Childcare

<http://www.acf.hhs.gov/programs/ccb/providers/faithbased.htm>

Families in Transition (designed by Joe Brown listed below 852-8794)

<http://louisville.edu/kent/community/community.html>

Parents Apart Collaborative Teams

✚ Contact Dr. Joe Brown at the Kent School of Social Work 852-8794

Family Team Meetings (national model for family driven problem-solving)

✚ Contact Dr. Dana Christensen at the Kent School of Social Work 852-8975

Organizational development models – Value Based Management

http://www.valuebasedmanagement.net/faq_vbm.html